

ANNUAL REPORT

1989 - 1990



City of
CAMBRIDGE, MASSACHUSETTS

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL 498-9011

EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager

RICHARD C. ROSSI

Deputy City Manager

To the Honorable, the City Council, and Citizens and Taxpayers of Cambridge:

On behalf of the City of Cambridge, its employees, and the distinguished members of the City Council, I am pleased and certainly honored to present the City of Cambridge's Annual Report for the fiscal year beginning July 1, 1989 and ending June 30, 1990. This year ends an extraordinary decade, one which our City should be proud of, and the beginning of a new decade which presents exciting and challenging times ahead for our City.

This year, Cambridge maintained economic growth at a modest rate at a time when state aid was substantially reduced and the boom years of the 80's noticeably subsided. However, the conservative fiscal management followed during the growth years has left the City in a relatively strong fiscal position; the City has been able to respond favorably thus far, to recent cutbacks in state aid without disrupting any of the services provided to the citizens of Cambridge. Both major credit rating agencies, Moody's Investors Services and Standard and Poor's Corporation, maintained the City's credit ratings at Aa and AA-. These high rates enable the City to finance its aggressive capital improvement programs at a lower cost. The following were cited as contributing to the City's ratings: a comfortable margin between the actual property tax levy and legal levy limits; a sound debt management plan; improved liquidity; and carefully managed investment practices. Cambridge takes pride in the fact that it has received the Certificate of Achievement for Excellence in Financial Reporting as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association.

Beyond bricks and mortar, the City continued its commitment to improving the quality of life for citizens by building on the rich, diverse human resource base of our neighborhoods and emphasizing the common goals that exist between the city, business community and its residents. This year, the City continued to maintain its commitment to a growing homeless population by improving the quality of existing services at the multi-service center, which provides a host of services including emergency assistance, food and shelter. The City also continued to provide a city-owned property for families and adolescents in transition operated by the YWCA. To improve the preservation of our natural environment, the City continued its commitment to a strong solid waste management program, including supporting for its recycling drop-off program, and plans for a residential curbside recycling program to begin citywide in the Spring of 91. The City has also initiated educational outreach programs on the environment through cable T.V., schools, and other public forums.

Another remarkable environmental accomplishment, celebrated and officially opened on September 16, 1990, is the Mayor Thomas W. Danehy Park. The 50-acre Park is designed for all ages and abilities and it includes recreational facilities for both active and passive users. The Park opening was the culmination of a 10-year planning process which included extensive citizen involvement in its design, monitoring and construction.

At a time when many hospitals are experiencing severe financial problems, the Cambridge Hospital continued to increase both inpatient and outpatient service visits as well as its revenues. The Hospital's mission is to increase accessibility, to encourage preventive health measures, and to improve the health status of the community at large; this is a mission it pursues with vigor.

This year many City departments provided educational programs and public forums to help us better understand the social and human realities of AIDS/HIV prevention, to deter violence and all forms of discrimination, substance and alcohol abuse prevention, and to improve our environment.

Cambridge has been, and continues to be, a leading advocate for municipal participation in child care. Over three hundred children receive after-school and pre-school care for this year in City operated programs, financed through a combination of parent fees, state contracts and direct municipal support.

As Cambridge enters the decade of the 90's, the challenges ahead will require even greater responsible fiscal management, efficient and carefully managed programs, and mutual cooperation, thus insuring residents of Cambridge a sustained high level of service delivery.

I would like to thank the citizens of Cambridge, its employees, and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a spirited and hospitable city for its residents, workforce, and visitors.

Very truly yours,

A handwritten signature in dark ink, reading "Robert W. Healy". The signature is fluid and cursive, with a long horizontal stroke at the end.

Robert W. Healy
City Manager



**City Council
1989 - 1990**

Front row, left to right, Councillors Sandra Graham, Walter J. Sullivan, Mayor Alfred E. Vellucci, David E. Sullivan. Back row, left to right, Councillors Sheila T. Russell, William H. Walsh, Vice Mayor Alice K. Wolf, Francis H. Duehay, Thomas W. Danehy.



**City Council
1990 - 1991**

Front row, left to right, Councillor Walter J. Sullivan, Councillor Sheila T. Russell, Mayor Alice K. Wolf, Vice Mayor Kenneth E. Reeves. Back row, left to right, Councillors Timothy J. Toomey Jr., Ed Cyr, Jonathan S. Myers, William H. Walsh, Francis H. Duehay.



**School Committee
1989 - 1990**

Above (row 1): Committee members are Henrietta Davis; Fred Fantini, Vice Chairman; Mayor Alfred Vellucci, Chairman, and James Rafferty. *Row 2:* Larry Weinstein, Frances Cooper and Timothy Toomey.



**School Committee
1990 - 1991**

Above (row 1): Committee members are Henrietta Davis, Fred Fantini, James Rafferty, and Larry Weinstein. *Row 2:* Frances Cooper, Vice Chair, Mayor Alice K. Wolf, Chair; and Alfred Vellucci.

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in Southeast Middlesex County across the Charles River from the City of Boston. The City is bordered by the Town of Watertown and Belmont on the West and the Town of Arlington and the City of Somerville on the North, and occupies a land area of 6.26 square miles. The City's estimated population in calendar year 1990 was 90,290.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a Town in 1636 and became a City in 1846. Since 1940, the City has had a council-manager form of government with nine City Councillors elected at large every two years.

Cambridge provides general government services for its citizens, including police and fire protection, collection and disposal of refuse, public education in grades kindergarten through twelve, a hospital, nursing home, city own water sources and supply, sewer services, parks and recreation, health and social services, libraries/cultural and maintenance of streets and highways.

Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the city itself was founded. It is also home to Radcliffe College and the Massachusetts Institute of Technology. Nearly one-fourth of its residents are students, and over one in six of all jobs are in these institutions. Cambridge however, is more than a college town. It features blue collar workers and professionals, political activists and street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only five US cities of population over 75,000 are more densely populated. (source: 1980 Bureau of Census)
- Cambridge is a city of 13 neighborhoods, ranging in population from 691 (Cambridge Highlands) to 14,823 (Mid Cambridge). Most neighborhoods have their own political and civic organizations. Residents often participate vocally in city policy debates. (source: 1980 Bureau of Census)
- Cambridge is diverse ethnically. Eighty-two percent (82%) of all residents are white; eleven percent (11%) are black, four percent (4%) are Asian and three percent (3%) are other races, including American Indian. Five percent (5%) of all citizens are of Hispanic background. Students from 64 nationalities attend public schools here; their families speak 46 different languages. (source: 1980 Bureau of Census)
- Median Family Income: \$17,845. Eleven percent (11%) of all Cambridge families have incomes below the poverty line. (source: 1980 U.S. Department of Commerce)
- Cambridge is a city of tenants. Seventy-seven percent (77%) of all households are rented; twenty-three percent (23%) are owned. Nearly ten percent (10%) of all homes are single family; thirty-seven percent (37%) contain 2-4 dwelling units; eleven percent (11%) have 5-8 units. The twenty-nine percent (29%) remaining are in apartments of 9 or more units. Twelve percent (12%) of all units are public or subsidized. (source: 1980 U.S. Dept. of Commerce)
- Over half of all local jobs are in services (54%); Sixteen percent (16%) are in retail and wholesale trade; thirteen percent (13%) are in manufacturing; other major employees: government; finance, insurance and real estate; transportation. (source: 1980 U.S. Department of Commerce)
- Many Cambridge residents work in professional and managerial occupations (40%); another thirty-one percent (31%) work in technical, sales and clerical positions; thirteen percent (13%) work in service occupations; sixteen percent (16%) work in blue collar trades such as precision production, craft, repair and machine operation. (source: 1980 U.S. Department of Commerce)
- Though famous for education, Cambridge was an industrial city. The first ladder factory in America was built here, Other factory "firsts": piano keys, reversible collars, waterproof hats, mechanical egg beaters and shock absorbers.
- Cambridge now is an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence and biotechnology.

Office of the Mayor

In January 1990, Alice K. Wolf was elected Mayor, becoming the political and ceremonial leader of the city. In Cambridge, under the Plan E form of government, the City Councillors elected the Mayor among elected officials. The Mayor chairs the City Council and School Committee, and is a voting member of both bodies. In the first six months of her term Mayor Wolf and her office have highlighted the following significant issues for the decade:

City Services

Constituent services play a major role in the Mayor's Office. The staff refers residents to the appropriate departments and advocates for resident's needs. Additionally, Mayor Wolf has worked to maintain services as state and federal funding is cut back. She has sought community input in addressing this issue by creating the Mayor's Task Force on City Finance.

Children and Youth

Mayor Wolf has launched an effort to respond to the needs of Cambridge children. With an advisory committee, the Mayor is working toward a comprehensive city children's policy geared towards prevention of the spectrum of problems that youth encounter.

Civil and Human Rights

As chair of the City Council's Civil and Human Rights Committee, Mayor Wolf has initiated the effort to expand the multicultural diversity of the City's workforce by strengthening the School Department's and the City's affirmative action plan.

Development and Environmental Concerns

The City Council unanimously adopted an ordinance written by Mayor Wolf that governs the sales of publicly owned land. This ordinance insures that municipally-owned land will be used for the best public purposes, including affordable housing, and will not be sold indiscriminately.

Mayor Wolf has led negotiations around planned highway construction in the areas of Alewife and North Point to put the brakes on state projects that threaten Cambridge neighborhoods and its natural resources. Additionally, she was instrumental in negotiations that ultimately led to an interim agreement on the City's parking freeze, a long-standing thorny issue for Cambridge.

Combatting AIDS

As a founder of the City's AIDS Task Force, Mayor Wolf has encouraged aggressive preventative measures to fight AIDS. She was a leader in the School Committee in supporting public health recommendations that the Teen Health Clinic at the High School provide condoms for protection against AIDS.

Recognizing the importance of having the city represented in broader governmental organizations, Mayor Wolf actively participates in the Massachusetts Municipal Association and the National League of Cities. She is the Vice Chair of the National League of Cities' Task Force on Children and Education, and also serves on NMA's Board of Directors.

The Mayor's Office also sponsors such ceremonial events as the Golden Age Luncheon and the Harvard Yard Picnic, as well as receptions for visiting dignitaries. Mayor Wolf supports the efforts of the City's several sister-city projects, represents Cambridge in civic celebrations, and leads the effort to instill pride in our city.

City Clerk

The concept of the Plan E Council/Manager form of government provides the office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office, in addition to its statutory responsibilities, issues all vital records, provides through the City Clerk and the Deputy City Clerk, for the staffing of some nineteen City Council Committees, and attends each meeting of the City Council. The staff in the office, all of whom perform a multiplicity of duties, also serve as "unofficial ombudsmen," providing general information regarding various municipal services to the public as well as preparing the City Council Record.

This office continues to place strong importance on records retention and continues towards the categorizing and identifying of records now stored in a recently acquired vault in the basement of the City Hall.

During fiscal year 1990, the City Clerk's Office anticipates the implementation of a new computer system entitled Digital VT420. This computer will be utilized for the storage and utilization of all City Council documents and will provide an interface between the Executive and Legislative branches of government.

Licenses and Fees

Sporting licenses	\$ 10,128.75
Marriages	10,730.00
Sporting fees	403.70
Certified copies	70,519.04
Archery stamps	160.00
Waterfowl stamps	62.00
Duplicate licenses	18.00

Sale of Zoning Ordinances	7,765.00
Sale of General Ordinances	300.00
	<hr/>
	\$100,086.49

Recording and Fees

Mortgages	\$ 17,335.00
Business certificates	6,500.00
Business certificate withdrawals	145.00
Filing of Zoning petition	725.00
Constable filing fee	150.00
Physician	10.00
Optometry	10.00
Miscellaneous fees	86.00
	<hr/>
	\$24,961.00

Vital Statistics

Cambridge residents — Births in Cambridge	425
Non-residents — Births in Cambridge	1,725
Cambridge residents — Births Outside Cambridge	689
Intentions of Marriages filed	1,072
Marriages recorded	1,008
Deaths recorded	1,429
Delayed returns of births recorded	28
Affidavits of correction of births recorded	2,141
Instruments recorded	5,661

Law Department

The Law Department provides a variety of services to the City. Its legal staff consisting of five full-time and two part-time attorneys, provides legal representation in areas such as zoning, employment law, tort actions in the nature of personal injury and property damage, civil rights, contracts, civil service, tax appeals, worker's compensation, education law, and real estate. The department has expended a substantial amount of time, particularly during the present fiscal year, dealing with an environmental issue known as the Parking Freeze and civil actions relating to this issue. The department continued to receive a steady flow of claims for property damage and personal injury and cases resulting from these claims. In addition to its legal staff, the department is assisted by an investigator, an office manager and two clerical workers. During various intervals the staff is assisted by a law clerk or an intern.

The department furnishes many legal opinions to the City Manager, the City Council and Department Heads. Staff members are regularly available to provide advice at meetings of the City Council as well as subcommittee meetings. The Law De-

partment is responsible for drafting various documents such as ordinances, contracts and leases.

The office formerly occupied by the Inspectional Services Department located on the third floor of City Hall was renovated in September of 1989 making way for the Law Department to relocate to its new space. Acquisition of additional computers has enabled the department to operate in a more productive manner.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY90, the City continued to improve its strong financial position. Highlights of the fiscal year include:

- Converted approximately 60 percent of the City's payroll from a service bureau to the in-house data processing system, resulting in an annualized savings of approximately \$70,000.
- Established a customer follow-up program in the Revenue Division to ensure customer satisfaction.
- Implemented an increasing block rate structure for billing water/sewer usage, which replaced a flat rate. This new rate structure is designed to encourage water conservation by billing small water users at lower rates and large water users at increasingly higher rates as consumption rises. Also implemented quarterly water/sewer billing.
- Completed state-certified triennial revaluation of all real and personal property, resulting in timely issuance of tax bills.
- Developed a water/sewer billing discount for senior citizens.
- Issued \$20 million in general obligation debt to finance various capital improvements.
- Received the Excellence in Budgeting Award from the Government Finance Officers Association.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY89 Comprehensive Annual Financial Report.

Revenue Division

The Revenue Division is responsible for the billing and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. In an average year, this division sends out 185,000 bills and notices. Additionally, all other City receipts are processed through the Revenue Division.

The Revenue Division employees issue bills, process receipts, issue refunds and provide information from the accounts receivable system. This system provides immediate access via computer terminals to account information, including 15,000 water/sewer accounts, 16,000 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. Nightly updating of all receivable accounts ensures access to the most up-to-date information.

The Revenue Department transferred approximately 434 delinquent FY89 accounts to tax title in order to secure the City's interest in the tax due.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services contract, and management of the City's payroll system. This Division is also responsible for soliciting and analyzing bids on the sale of all City bonds and paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY90. RANs are issued when short-term borrowing is necessary in anticipation of real and personal tax revenues. The City issued \$20 million in long term debt in June of 1990 to finance various capital improvements.

Interest earnings generated from the investment of City cash totalled \$3.5 million for FY90. The following is a breakdown of interest earnings in the various funds:

Category	Amount
General Fund Cash	\$2,179,875
Traffic & Parking Fund	501,755
Debt Stabilization Fund	292,207
Health Claims Trust Fund	362,356
Trust Funds	224,596
TOTAL	\$3,560,789

Employee Pension Liability

The City contracts with an actuarial firm every two years to conduct a comprehensive actuarial valuation of the City's Contributory Retirement System. As of January 1, 1989, the City's unfunded pension benefit obligation is approximately

\$116 million. During FY90, the City adopted a 40 year plan to fund this accrued liability.

Health Claims Trust Fund

All of the health insurance plans that the City offers rely on a claims basis for payment; thus, unusually large or unanticipated claims may exceed the health insurance appropriation. Several years ago, the City Council established a Health Claims Trust Fund to act as a contingency against a possible deficit in health insurance allotments in future years, and has made periodic appropriations to this fund.

During FY90, an additional \$1,000,000 was transferred to the Health Claims Trust Fund. As a result of this transfer, as well as employee contributions for Blue Cross Blue Shield and fund interest earnings, the June 30, 1990 trust fund balance was \$5.9 million. It is anticipated that additional appropriations will be made during FY91 and that interest earnings will continue to accrue to the fund.

In-House Payroll System

During FY90, all City departments except the Hospital and Neville Manor were converted to an in-house payroll system from a service bureau. The in-house system tracks time and attendance for each employee, and allows for customized reporting. The Hospital and Neville Manor will be converted to the City's system during FY91. When completed, the conversion to the in-house payroll system will result in annual cost savings of approximately \$180,000 in service bureau fees.

Budget

The four person staff is charged with the responsibility of coordinating the planning and implementation of the City's annual operating and capital budgets as well as the preparation of the bond disclosure statements and other related materials for the June 1990 bond sale and the publication of the City's Annual Report.

During FY90, the Budget Office experienced increased activities as a result of budget reductions, and a hiring freeze throughout city departments. This was a result of uncertainties surrounding state aid cutbacks to cities and towns throughout the Commonwealth. The Budget Office, in cooperation with the City Manager and the City Council, has taken the necessary leadership role of responding to state aid reductions without disrupting the service delivery to the citizen's of Cambridge.

The office also continued to provide a variety of services to City Departments as well as to public agencies and private organizations. These services included assisting department heads and fiscal staff with the preparation and presentation of proposed budgets; insuring that city departments adhere to



Government Finance Officers Association Presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY90 City Budget.

budgetary guidelines; providing assistance to the independent auditor in the preparation of audited financial statements; and completing a variety of public and private surveys concerning the City's fiscal position and budgetary policies.

During FY90, the Budget Office, in coordination with the Data Processing Department, continued to upgrade the automation of the budgetary system as well as other related Budget Office operations.

The Budget Office takes pride in accepting for the fifth consecutive year the Government Finance Officers Association Award for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1990.

Personnel

The Personnel Department is responsible for coordinating City hiring and promotional practices for civil service and non civil service positions. Assistance is provided to City departments in analyzing and defining needs regarding staffing structures, position titles and descriptions, and salary and pay equity issues. These technical assistance and oversight functions ensure compliance with sound personnel practices, civil service procedures, and collective bargaining agreements.

Efforts to automate additional personnel procedures were undertaken and have involved most of our department staff this year. After successfully converting the majority of the City departments' payroll from a service bureau to an in-house system effective July 1, 1989 using automated personnel records as a data base, work was undertaken to add Health & Hospital departments to the in-house payroll as well. Collaborative efforts by Personnel, Data Processing and the Payroll Department resulted in the conversion of Neville Manor and Health Department payrolls effective July 1, 1990 with the Cambridge Hospital scheduled to be included beginning October 1, 1990. Additional computer applications begun in

the past year were refined this year in order to further reduce the time required to process personnel transactions and provide for improved quality and accessibility of personnel records. The improved reporting capacity available with the new system is of real value for employee benefits management and health care cost control, budgeting, labor relations cost analysis, management of staffing and overtime requirements, and in numerous other activity areas.

Employment Services

The Employment Services section posts positions and receives employee bids for those vacancies requiring central posting. Any necessary external recruitment is planned and carried out in cooperation with the Affirmative Action Office. Applications are processed and lists of eligible applicants are referred to departments for use in hiring for non civil service positions and for provisional appointments to civil service positions.

Under a delegation arrangement with the Massachusetts Department of Personnel Administration, the Personnel Department maintains the Local Labor Service registration system. Applications for positions in the Labor Service are processed, eligible lists are certified, and referrals are made directly to the hiring department. Completion of the data base and report functions of the automated Labor Service registration and referral system in FY90 has provided increased efficiency and speed of response to applicants and City departments alike.

In cooperation with the Affirmative Action Office, the state Department of Personnel Administration, with assistance from Massachusetts Phoenix (an association of minority firefighters), conducted a successful recruitment campaign for an entry level civil service examination for firefighters held January 20, 1990.

With a general hiring freeze instituted early in the fiscal year in response to reduced state aid to the City, more effort was expended assisting departments in maintaining their established levels of service while filling only those staff vacancies deemed essential to their operations. This sometimes necessitated work reassignments, redefined position descriptions and other alternative methods of dealing with work loads more efficiently, without jeopardizing necessary services.

The Department worked closely with the State Department of Personnel Administration on a major effort at civil service reform designed to increase the authority and discretion of local communities in the civil service process.

A comprehensive review and effort to update the City's Affirmative Action Plan was begun in cooperation with the Cambridge Affirmative Action Director.

Employee Benefits & Training

The Employee Benefits and Training section administers health and life insurance programs for employees and retirees

and also coordinates employee training activities. Responsibilities include monitoring the quality of services and management controls on insurance costs. Training resources and activities are provided in an effort to assist employees in enhancing their skills and performing their jobs to the best of their ability.

This has been a year for City of Cambridge employees to become more health conscience. This past spring the City hosted a week of Health Fairs featuring representatives from each health plan offered by the City. In addition, a comparison of benefits by plan was distributed to employees at the annual open enrollment to assist in making informed decisions about health insurance.

Blue Cross/Blue Shield participants received a reference book, "Take Care of Yourself" (for active employees), and "Aging Well" (for retirees). The books are designed to give general information about a wide variety of health issues, in the hope of helping employees and their families maintain and enjoy good health.

The Training section has invested in portable video playback equipment this year in order to offer a variety of low-cost in-house seminars for employees and expanded its video library to include tapes to assist employees in coping with issues such as "stress management," "problem solving," "time management" and "substance abuse." More than 200 employees participated in an assortment of in-house training programs and one day off-site seminars. The following are some of the topics covered:

- Affirmative Action
- Managing Employees
- Pre-Retirement Planning
- Leadership & Team Development for Managers
- How To Build a Better Team
- Adult Basic Life Skills
- MASLIG Workshop for Government Analysts and Managers
- How to Satisfy Every Customer Every Time
- Transition To Management
- Personal Computer Training
- Assertive Communication for Manager

Employee Relations

The Employee Relations section is responsible for administering all collective bargaining agreements with the fourteen municipal employee unions, in addition to negotiating contracts, processing grievances, and preparing cases for mediation and arbitration.

FY90 was the first year in many years when all unionized employees were working under current collective bargaining agreements, as settlement with all units occurred during the year. Collective bargaining began late in the year with three large units whose contracts expired at the end of FY90. The challenge of such bargaining is to maintain and improve employee productivity and morale during times of extreme fiscal constraint. Efforts were made during the year toward legislative reforms that would improve the ability of both the City

and the unions to bargain more freely about important health benefits. Legislative changes increasing the employee contribution for HMO premiums magnified the importance of these efforts.

A joint union management committee worked throughout the year to establish the first Citywide Employee Assistance Program and to evaluate the ability of bidding vendors to provide this important service which is expected to be fully operational by the end of 1990.

Purchasing Department

The Purchasing Department is responsible for the administration and implementation of the City's centralized purchasing function.

The enactment of the uniform procurement code, MGL Chapter 30B, has impacted the purchasing procedures to a great degree. The uniform procurement code serves to simplify, clarify, and modernize the law governing procurement; to make the law as consistent as possible and to ensure fair and equitable treatment of all persons offering to provide supplies or services to jurisdictions covered by Chapter 30B; thus providing increased economy in procurement activities, and maximizing to the fullest extent practicable the purchasing value of public funds. The law encourages effective broad based competition within the free enterprise system and provides safeguards for the maintenance of a procurement system of quality and integrity.

Development of specifications and setting maximum evaluation criteria for bids will require close cooperation between the Purchasing Department and other city departments.

Auditing

The ten person Auditing staff is charged with the responsibility of reconciling the City's cash and receivable system to the City's automated general ledger. During fiscal year 1990, the division audited and processed over 75,000 vendor vouchers and schedules as well as all purchase orders, payroll and vendor warrants generated by the City.

During Fiscal Year 1990, the auditing staff continued to assist in the conversion of City's computer system as it related to general ledger, accounts receivable, accounts payable and the payroll. The conversion has indeed expedited the efficiency and timely reconciliation of City reports and the flow of information from one department to another.

Data Processing

The Data Processing Department is responsible for the selection, purchase, implementation and management of the City's computer hardware and software needs.

During FY90, the Data Processing Department again exceeded its goals of implementing and supporting a computer

environment which provides reliable and high-quality service to the City departments, saves the City thousands of dollars annually and offers total systems integration, compatibility between applications and the accommodation of the necessary flow of data and information among City departments.

Since FY87, data processing in Cambridge has undergone massive changes. In FY87, Cambridge relied heavily on outside service bureaus and consultants and operated a small central computer which served ten users and automated within three City departments functions; general ledger, accounts payable and motor vehicle excise tax billing and collection. Today, the City staffs its own internal data processing department which manages a state-of-the-art computer system network serving over 110 users and automating more than 35 municipal functions in more than 25 departments. Despite soaring City benefit costs and the costs of implementing a new computer system, the FY91 Data Processing Department budget is 10% below the FY87 budget with professional services costs down 75% and operational costs down 83%. Additionally, over a million dollars have been saved to date by the implementation of the new computer system and \$700,000 annual savings are anticipated.

During the past year, the following applications have been added:

- An integrated payroll and personnel system
- An investment management system for the Treasury Department
- Automation of voter registration, State Census processing and the records management of the Election Commission
- A records management system for the Inspectional Services Department
- A records management system for the License Commission
- A city-wide development project tracking system
- Automation of the federally-funded Human Services fuel assistance program
- A complaint and service order system for the Public Works Department

Retirement System

The Cambridge Retirement System is administered by a three member board, and an office staff consisting of six employees whose duties are to maintain all records pertaining to active, inactive and retired employees. In addition to these duties, the staff is responsible for processing applications for retirement, counseling members and retirees and financial reporting to the Commonwealth.

As of December 31, 1989, there were 2,789 active members and 209 inactive members. There are 1,406 recipients of retirement allowance under the Contributory System and 191 under the Non-Contributory System.

The Annual Statement for the Financial Condition of the Cambridge Retirement System submitted to the Commissioner of Public Employee Retirement Administration for the calendar year ending December 31, 1989, reports assets of \$114,719,929.90, an increase of \$17,107,216.47 over 1988. Included in these assets is \$26,944,842.51 for the Pension Reserve Fund. This fund provides for the reservation of monies for future pension liabilities of the system.

At the present time the office staff is in the process of furnishing the Public Employee Retirement Administration with crucial actuarial data which will determine our present unfunded liability and will also produce a database to be used in the future to generate reports pertaining to valuation studies.

General Services

Records and Microfilm

The Records and Microfilm Department's three person staff is charged with the responsibility of records management for the City. The department's Records Manager coordinates the documentation, organization and consolidation of both temporary and permanent municipal records. The Records Manager is responsible for monitoring each department's adherence to the Secretary of State's retention schedule so that vital documents are retained and unnecessary documents are promptly discarded.

Approximately 1,000 cubic feet of obsolete records were destroyed in FY90. In addition, 1,000 cubic feet of vital records will be catalogued and moved to more adequate storage facilities.

During FY90, the Microfilm Department filmed, indexed and catalogued 300 individual rolls of film or 600,000 images. Examples of documents which are filmed by the department include deed abstracts, purchase orders, hospital records, payroll records, municipal lien certificates, all checks issued or received by the city, various Law Department documents and blue prints from the Engineering Department.

Printing

The Print Shop is responsible for providing printing, binding, collating, duplication and graphics services to all City departments. The four person staff is responsible for several City documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces several pamphlets, forms and booklets.

During FY90, the Print Shop purchased a new offset printing press with the capability of producing four forms at one

time; it is used to print city maps, street sweeping and removal schedules and the Cambridge Walking Guide. This past year, the Print Shop completed 1,800 printing requests, and produced approximately 1,700,000 sheets of paper and 500,000 envelopes. In addition, the print shop continued to employ two high school students who work after school through the Cambridge Rindge and Latin School's workstudy program. These students are introduced to printing techniques and other printing processes while earning academic credit.

Election Commission

The Cambridge Election Commission is responsible for supervising all federal, state and municipal elections; providing for voter registration; conducting the annual census; and administering municipal campaign finance reporting for the City.

The Board of Election Commissioners is made up of two Democrats and two Republicans, chosen from lists submitted by the respective party's City Committee and appointed to staggered four year terms by the City Manager. Daily operations of the Election Commission, located on the third floor of the Central Square Municipal Building at 362 Green Street, are conducted by a four person permanent staff made up of an Executive Director, an Assistant Director and two clerical support staff.

In FY90, the Election Commission once again conducted the annual city census. Returns this year were excellent, with 95% of the forms completed. 50% of the forms were returned through the mail, and a staff of twenty part-time census takers canvassed the entire City both by telephone and door-to-door, during March, April and May, for the other 45%. Production of the census forms and data entry of all the gathered information was completed using the City's Digital/VAX computer, completing the conversion of the Commission's census and voter registration database to this new system.

The Election Commission employs a pool of twenty Assistant Registrars to help the Commissioners and office staff with voter registration throughout the City. During FY90, in addition to daily voter registration in the office, registration sessions were held at 11 different outdoor locations across the City each week during the summer months, in each ward of the City immediately prior to the municipal election, at 23 voter requested special sessions, and in the libraries and high schools, including at a voter education and registration special assembly of CRLS. A total of 3,968 new Cambridge voters were registered in FY90, bringing the grand total as of June 30th to 41,777. Under a new law effective February 28, 1990, the Election Commission may now register voters from any City or Town in the Commonwealth. So far, the Commission has registered 175 voters from other communities in Massachusetts.

During May, the Election Commission certified 16,531 signatures of registered voters in support of 12 different questions that may appear on the State Election Ballot in November, 1990.

In November of 1989, the Election Commission supervised the voting and the proportional representation count of ballots cast in the biennial election for City Council and School Committee, as well as the count of votes cast on an initiative petition concerning rent control, known as "Proposition 1-2-3." 27,593 voters, or 58% of the 47,539 voters registered in the City in November 1989, cast ballots in this Municipal Election. Counting of the ballots took place over the course of a week at the Longfellow School gymnasium, and the Commission employed the services of nearly 100 people to complete the complicated process. During December, a recount of ballots for the School Committee was held, and the sixth committee seat was decided by a margin of 11 votes, one of the closest proportional representation results ever in the City.

Arts Council

The Cambridge Arts Council, as the City's official cultural agency, is privileged to operate in a large ethnic community. In order to enrich and encourage the City's cultural vitality, we strive to ensure that our artistic programs reflect the art forms rooted in the diverse heritages represented locally.

Continuing our tradition of providing rich and varied artistic programs, in FY90 the Arts Council sponsored more than 100 projects, special events, exhibitions and installations with more than 500 artists and performers participating. The Arts Council continues to initiate unique and challenging programs by forming joint partnerships with other organizations; thereby, expanding the breadth and depth of the activities the council is capable of providing the community.

Following is a list of the Art Council's activities and accomplishments during FY90:

- Created a pilot public art project called Art Insight for which the Arts Council commissioned four artists whose work focuses on current social issues and solutions through community involvement;
- Received the "Best Public Art" award from Boston Magazine;
- Initiated a panel process to select artists for the City's Open Space project who attempted to collaborate with the Community Development Department landscape architect on the design and/or artwork for public spaces in Cambridge;
- Began researching and writing a guide, which will be published in the fall of 1990, documenting publicly sited art in Cambridge;
- Increased programmatic collaboration with other City departments;

- Expanded publication and distribution of the Arts Council's newsletter, increasing from four to six issues a year. Two issues included a bi-annual calendar of cultural events throughout the City;
- Expanded volunteer base and participation.

Community Arts Program

The Community Arts Program continues to fund organizations and artists, encouraging them to share their artistic expertise in educational and entertainment environments. The Arts Council regranted more than \$50,000 in Massachusetts Arts Lottery Funds this year, and followed other arts lottery council's policies to accept and recommend applications for funding annually, rather than semi-annually. Grants were awarded on a competitive basis to fund: seven community projects from community organizations, 91 performances and exhibitions, including the permanent installation of original artworks, and 10 residencies in dance, music and theater at various schools throughout the City. The programs sponsored penetrate every facet of Cambridge. A few examples follow: Philip Walker of The African American Drama Company (San Francisco) held a residency and at the Cambridge Rindge and Latin School. The residency culminated in a public performance of "Can I Speak for You Brother:", which weaved dance, poetry, storytelling and drama into an epic story of the black experience in America; the Cambridge Yerevan Sister City Program's.

Sponsored programs also included: the Glasnost Festival of art and culture from Armenia and the Ukraine at the public library; local glass artist Linda Lichtman created stained glass windows to be installed in the North Cambridge Senior Center's recreational room; and Cornell Coley led a participatory program of Afro-Brazilian dance at the Community Art Center at Newtowne Court.

Another way in which the Arts Council serves its constituents is through the Performance Bank. The Bank, which is updated regularly, is a free listing service that provides community groups and entertainment bookers with information on performing artists and groups in the area.

The Cambridge River Festival

The annual Cambridge River Festival, a multicultural extravaganza of the literary, visual and performing arts, has been heralded as one of the most popular cultural events in New England. It is one of the few festivals of its kind that still offers such a multitude and variety of entertainment at no cost to the audience. This weekend celebration showcased more than 400 artists and performers, reflecting Cambridge's richly diverse ethnic population. One of the greatest assets of this event is the opportunity it provides people to obtain an overview of the many talented artists and performers from the



Mayor Emeritus Alfred E. Vellucci riding in the River Festival Parade, followed by the Longfellow School's antique Volkswagen caravan.

New England area. For many Cantabrigians, the River Festival marks the beginning of summer.

For this year's festival, the Arts Council chose to focus on dance and the movement arts for several important reasons: to support local dance companies because of all performing art forms, dance is the most expensive to produce; to foster the growth and awareness of local dance companies so they may continue performing; and to provide the public with a rare opportunity to see performances by dance companies representing diverse cultural influences. During the weekend event, more than 20 dance companies performed as part of the Dance Dimensions program, including Impulse Dance Company, Prairie Dance Theatre, Tokunaga Dance Ko., Jo Ha Kyu, Spanish Dance Theatre, and many more. The Prairie Dance Theatre of Oklahoma City held a residency at the Kennedy School, and offered master classes and a concert at the Cambridge Rindge and Latin School the week prior to the festival. The 4th annual Lotus Cup Canoe Race brought together municipal teams as well as members of the local business com-



Children donned costumes and became stars of the big top show when Midway Caravan's Backyard Circus came to town during the 14th annual Cambridge River Festival.



Agbekor Drum and Dance Society, with special guest/master drummer Godwin Agbeli from Ghana, performed traditional West African drumming and dancing during the Caribbean Festival.

munity to vie in this popular festival event. One of the highlights of the festival was the arrival of Midway Caravan's Backyard Circus, which invited children and adults to show off their talents by donning costumes to become the stars of the big top show. The Caravan performed several times on Festival Day and at the East Cambridge Fair held in Donnelly Field.

Public Art

Since 1979, the Arts Council has administered the City's Percent for Art program. In an effort to broaden the scope and effectiveness of its mandate, the Arts Council initiated a temporary art program to expand the role of public art and redefine the public's concept of its potential. This innovative program, called "Art Insight", provides members of the Cambridge community a rare opportunity to collaborate within internationally known artists to develop and implement art projects addressing social issues with global impact, such as waste management, homelessness, media/public discourse and quality education.

In an effort to better serve artists and the public, the Public Art Department has released a call to artists to update and submit materials to its Slide Registry in order to be considered for 1% commissions.

Gallery 57

"Gallery 57" is a community gallery, which features the work in Cambridge, as well as exhibits sponsored by Cambridge organizations. The Arts Council presents a full schedule of changing exhibitions in the Gallery, and strives to reflect lively and significant works of art in a variety of artistic media. In FY90, the Arts Council increased the number of artists who displayed their work in the Gallery by hosting monthly exhibitions, and several special shows in the Main Lobby of City

Hall, which exhibited artwork created by community groups. Highlights of this year's gallery season include a photography exhibit featuring the recent work of Jeffrey Dunn, tapestries by Marjorie Forte and Ellen Stutman's family portraits.

Special Projects

In October 1989 the Arts Council, working with other city agencies, helped plan and implement festivities for the dedication ceremony of the Vellucci Fountain in East Cambridge's Canal Park, including the first major display of ground-level fireworks in New England.

Continuing our tradition and commitment to broadening the multicultural reach and ethnic diversity of our programming, the Arts Council presented a benefit performance of "Igodomigodo" by Edo Ensemble, a 20-member Nigerian dance troupe. The troupe offered a rare showcase of drumming, dancing, incantation and ritual movement.

November 12-18, 1989, was proclaimed **Cambridge Arts Week** to provide an opportunity for residents to take advantage of local cultural activities. During Arts Week, the Arts Council announced that it would present its third annual Awards for Achievement in the Arts at a holiday event co-hosted with the Cambridge Chamber of Commerce. The awards were presented to Lotus Development Corporation and Polaroid for consistent contributions toward nourishing the cultural climate of Cambridge.

In commemoration of **World AIDS Day** and "A Day Without Art", the Arts Council presented five panels from the NAMES Project AIDS Quilt in Gallery 57. We also hosted a reception for City workers and the public in conjunction with the AIDS Task Force and Cambridge Cares About AIDS.

As part of its role in **Holocaust Memorial Week** April 22-29, as designated by U.S. Congress, the Arts Council commissioned an artist to create a poster in commemoration of this tragic period in world history and to announce the Cambridge event. Artist Rick Rawlins' poster reflects the theme of Cambridge's third annual remembrance week, which was "Remembering the Voices that were Silenced." The limited edition serigraph is filled with cultural motifs, in particular the musical culture of the European Jewish community.

Animal Commission

The Cambridge Animal Commission provides and facilitates programs concerning animal control and welfare in the City of Cambridge. This department was first established by ordinance in June of 1979.

In FY90 the following objectives were accomplished:

- The Commission has established, as an annual event in March, a low cost rabies vaccination clinic (\$5.00/animal).

- All Animal Control Officers are active members in the National Control Officers Association and the Animal Control Officers Association of Massachusetts.
- The Commission held its first elementary school educational workshop concerning wildlife in the City.
- A comprehensive computer program was implemented in order to facilitate the licensing program and to target problem areas.
- Within the 1989 licensing period there were over 1,800 dogs licensed in the City of Cambridge.
- The Commission acquired a new animal control vehicle with emergency lights and siren, enabling a faster response time in emergency situations.

In the areas of enforcement the Commission continues to investigate all animal cruelty complaints, and nuisance wildlife and domestic animal complaints.

For the 1989 calendar year there were 181 citations issued for animal control violations. These violations include the leash law, the scoop law and the licensing law. There were over 200 dogs picked up as strays in the City of Cambridge; 64% of these dogs were returned to their owners and 30% were placed with new responsible owners.

In addition to enforcement, the Animal Control Officers are always available to provide information for low cost spay/neuter programs, pet health care and behavior problems and wildlife related questions.

The Cambridge Animal Commission continues to work towards making Cambridge a safe city for both people and animals through an educational and enforcement approach.

Fire

The Cambridge Fire Department was founded in 1832 by an act of the state legislature. The Fire Department is composed of the fire fighting division and this, in turn, is divided into Division I and Division II, with the dividing line being the Sullivan Square areas. There are nine fire stations known as "Engine Companies" throughout the City. The department is charged with the responsibility of responding to numerous tasks including all emergency calls, fires, rescue calls, hazardous material incidents, water problems, lock-outs, lock-ins, electrical problems and gas leaks.

During Fiscal Year 1989-90, the following activities have been accomplished:

- A 1971 maxim pumper was refurbished and has been placed in service back at the Kendall Square Station where the pumper was originally in service.



Firefighters at a major three alarm fire on Memorial Drive.

- All members of Hazardous Material Task Force are all located in the same station and, in the event of a serious incident, all three companies are ready to be dispatched.
- The Fire Investigating Unit (F.I.U.) conducted aggressive night patrols throughout the year. A certified member of the Juvenile Fire Setter program has been called upon numerous times during the year to meet with youngsters concerning the setting of fires.
- This year the Metro Fire Chiefs of which the Cambridge Fire Department is a member instituted a new Incident Command system which will provide the communities with a standard method of operation. Four of our Deputy Fire Chiefs have attended this program to date.



Three alarm fire in Cambridgeport.

- In an effort for strict compliance with the State “smoke detector laws,” the Fire Prevention Bureau, in cooperation with Cambridge Cable filmed inspections of one and two family houses. The film was broadcasted on Cable T.V. on a weekly basis and was introduced with a message to the owners of these dwellings by the Fire Chief. Safety pamphlets provided by the Fire Prevention Bureau were distributed to every one and two family dwellings in the City of Cambridge, together with a copy of the law by the district fire companies.
- The Fire Prevention Bureau continued to work this past year with the business community. At the request of various companies, the members responded to and advised employees about their concerns of what to do in the event of fire, particularly in high-rise buildings. Also, they advised employees on what to look for and how to eliminate fire hazards.
- Renovation has begun in remodeling the Porter Square Fire Station, the completion date for occupancy is expected to be in September, 1990.
- The department continued to work this year with the Cambridge School System regarding fire safety. This program is handled by Captain Lawrence Ferazani in conjunction with the business community.
- The Training Division continued to pursue an aggressive year round training program for every member of the department. This included an intensive month long training on hazardous materials.
- The Fire Department and Cable T.V. delivered a series of thirty minute safety messages to both the young and elderly who are the victims of most fire deaths in the United States.
- The School Fire Safety program which was developed in 1984 took on a new dimension with the introduction of the Educational Robot, “Freddie the Fire Truck.” This program was presented by the Fire Prevention Bureau to 3,000 children in the Public Schools this year.
- The Fire Prevention Bureau increased its safety education program in high-rise buildings and industrial sites in the City by providing speakers and films introducing new concepts in fire safety.
- New State and Federal regulations on underground storage tanks in the City promoted a significant increase in site inspection for compliance of these laws.

- Plan reviews of sprinkler installations in high-rise buildings significantly increased this year.

Educational programs highlight this year’s fire prevention activities.

FIRE PREVENTION BUREAU INSPECTIONS

Certificate of Occupancy	520
Safety Inspections	411
New Smoke Detector Installations	86
Sprinkler Installations	33
Smoke Tests	12
Plan Reviews	177
Complaints	105

COMPANY INSPECTIONS

Schools	400
Child Care Centers	180
Hospitals	40
Nursing Homes	40
Clinics	72
Private Schools	40
Hotels	24
Theaters	20
Rooming Houses	35
Gasoline Stations	25
Restaurants	85

Police

Serious crime increased in the City of Cambridge in calendar year 1989. When compared with the previous year, the City recorded a better than thirteen percent increase in calendar year 1989 in Part I crimes. (Because of the seriousness and frequency of occurrence, eight offenses—murder, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson—comprise a crime index of Part I crimes and serve as an indicator of the local’s crime experience.)

The 1989 Part I crime index of 7,340 was an increase when compared to last year’s total of 6,449. Seven murders were recorded in the City, the same number as the previous year. The number of reported robberies in the City increased (+14.4%) along with reports of burglary (+21.2%) and larceny (+18.0%). Decreases were registered to forcible rape (-16.6%) and aggravated assault (-1.6%) while reports of motor vehicle theft remained basically the same.

Reported crimes have been steadily decreasing in the City of Cambridge since 1981. The total of 7,340 Part I crimes reported in 1989 remains a decrease of almost 17% from a high of 8,813 in 1981.

	1987	1988	1989
Forcible Rape	36	30	25
Robbery	417	402	460
Aggravated Assault	340	371	365
Burglary	1,447	1,337	1,621
Larceny	3,229	3,127	3,692
M/V Theft	1,152	1,175	1,170
Murder		7	7
	<hr/> 6,623	<hr/> 6,449	<hr/> 7,340

For the fiscal year ending June 30, 1990, the Cambridge Police Department consisted of 269 sworn officers (compared to 279 for the end of fiscal year 1989). On April 4, 1990, the following eight patrol officers were promoted to the rank of Police Sergeant: Patrick C. Nagle, Alvie C. Gosby, James M. Walsh, Jr., Joseph F. Frawley, John K. Jones, Peter C. Marfione, David B. Gittens, and Alan M. Lameiras.

Of the total complement of sworn officers, 191 officers were assigned to the Uniformed Divisions (Day Patrol Operations, Night Patrol Operations and Traffic Divisions). During calendar year 1989, the Uniformed Divisions issued a total of 15,420 moving violations and a total of 124,810 parking violations. Calls for service to the Uniformed Divisions breakdown as follows (includes administrative calls):

8:00a — 3:59p	34,080 calls	38.4%
4:00p — 11:59p	35,395 calls	39.9%
12:00a — 7:59a	19,222 calls	21.7%
	<hr/> 88,697 calls	

During calendar year 1989, the entire Police Department was responsible for a total of 2,863 arrests. Of this total, 1,019 arrests were for felonies while 1,844 were for misdemeanors.

A total of 3,179 motor vehicle accidents were reported throughout the City. This represents a decline of 17.8% when compared with 1988 and a decline of 29.3% when compared with 1987.

The newly formed Youth—Vice/Narcotics Division merged the resources of two units and integrated the Department's approach to the drug problem in the City. The Police Department seized more than 30 pounds of cocaine during the year with a street value in excess of \$7,000,000.

The Police Department seized approximately \$200,000 in cash and property related to narcotics cases which was deposited in the Law Enforcement Trust Fund. This money will be used to purchase additional portable radios and to outfit the entire department with new 9mm handguns.

The seven homicides reported in calendar year 1989 were investigated by the Criminal Investigations Division (CID) and resulted in arrests, indictments, and/or grand jury action on all of them. Two arrests by the CID in July and August dramatically reduced the number of reported housebreaks in the Mid-Cambridge and Cambridgeport area. The two individuals

arrested were believed to be responsible for 50%-60% of the reported housebreaks in these areas.

The Civil Rights Unit of the CID continued to pursue all cases of suspected violations of the civil rights laws. The personnel of the Unit participated in meetings and training seminars with the Anti-Defamation League of the B'nai B'rith, Northeastern University, and the Attorney General's Office. The Auto Theft Unit continues to actively work on theft prevention and early identification of trends and patterns. A close relationship with the Crime Analysis Unit has resulted in weekly reports of where, when, and what type of vehicles are being stolen.

The Crime Analysis Unit of the Services Division published and distributed over 250 Daily Crime Bulletins to officers in addition to 75 specific crime pattern bulletins and in-depth reports of each of the City's thirteen neighborhoods.

Over \$250,000 in lost/stolen property was recovered by various units and divisions of the Police Department in calendar year 1989.

In November, 1989, the Police Department implemented a new Missing Person's report in order to gather more relevant and specific information.

The Cambridge Police Department completed the third full year of operation with the Officer Caring program. Officer Caring is an Auxiliary Robotic Educational System used by the officers of the Youth-Vice/Narcotics Division in their child safety programs. During FY90, Officer Caring made 45 appearances at various schools and functions.

The Police Department, during FY90, continued its program of replacing all vehicles on an on-going basis. During FY90, the Department purchased seven marked vehicles. This pattern of replacement will be repeated every year for marked vehicles and every other year for unmarked vehicles.

During the past year, the Warrant Unit of the Service Division joined forces with the Middlesex County District Attorney's Office in forming a task force. This unit, working with court and surrounding cities and towns, resulted in an 85% service and clearance rate for warrants received during the year.

During calendar year 1989, the Inspectional Services Division conducted eighteen investigations of citizen complaints: one was withdrawn, nine were unfounded, one was resolved, one was sustained, two were not sustained, and four are still under investigations. During the same period, the Division conducted 45 staff investigations resulting in recommendations being forwarded to the Chief of Police.

Traffic & Parking

The Traffic & Parking Department's responsibilities include the managing of traffic, on-street parking, municipal off-street parking, the resident parking program, the adjudication of parking tickets, the installation of maintenance of all on-street and off-street parking meters, the painting of all pavement

marking and the installation and maintenance of the 112 traffic signals and 32 warning beacons in the City.

To manage the flow of some 350,000 motor vehicles that enter and leave the City each day, the Department through its public investment program has installed a state of the art computerized traffic control system which can control the flow of traffic as well as the speed of these vehicles through our streets with a minimum of delay and backup. This is accomplished through a hardwired hook-up from the main computer at the Traffic Department to the intersection. At the present time, there are a total of 47 intersections on-line.

Our on-street parking continues to be a high priority for the Department. Our main goal is to remove all commuter parking from our streets through the use of our resident parking program in residential areas and controlled parking such as meter parking and time limit parking with peak hour restrictions on other streets.

The Department is currently on-line with The Massachusetts Registry of Motor Vehicle Computer. This enables us to obtain motor vehicle registration information within seconds to verify whether or not a vehicle is eligible for a resident parking sticker. This new program saves residents from making trips to the Registry of Motor Vehicles for verification of their Cambridge garaging. The Department is evaluating the reduction in the number of visitor permits issued to a household from 2 to 1, indicating to us and many residents that fewer vehicles are parking on our residential streets. The Department will continue to issue 2 visitor passes to the elderly, the handicapped and to those residents who have a proven need for them.

The Department has also upgraded its resident sticker computer program to better serve the citizens of Cambridge. With the use of the media and mailings, the Department continues to encourage the use of mail to issue resident stickers and visitor permits. Mail issuance cuts down on the number of people coming to the office during the peak months of December and January. The following is a breakdown of the number of transactions in one year for the resident parking program:

TYPE OF TRANSACTION	IN PERSON	MAIL	TOTAL
Senior Citizen	4,351	538	4,889
Handicapped	15	165	180
Resident Street	30,115	5,649	35,764
Visitor Permit	26,142	7,490	33,632

The managing of our on-street program is a combined effort of our parking meter repairpersons and our 26 Parking Control Officers. The proper preventative maintenance and collections of parking meters along with our officers patrolling our streets has resulted in higher turnover of vehicles using our legal parking spaces. This turnover insures that parkers will have an opportunity for short term inexpensive parking.

The East Cambridge Parking Facility is successfully meeting the demands of providing off-street parking at affordable rates

thereby easing some of the parking problems in East Cambridge area. The Department, at the request of the City Council and businesses in the area, has extended the hours of operation of the 1,100 car garage to accommodate shoppers and residents.

The Department is also responsible for the painting of 1,400 crosswalks, 900 stop lines and 150 miles of center and lane lines on our City streets. We are also responsible for all signing in the City utilizing Department employees.

The parking violation section of the Department is responsible for the computerization and processing of all parking tickets issued within the City of Cambridge. This is done on a daily basis to insure accurate, up-to-date information to the public. This section also conducts all hearings of persons contesting parking tickets.

During fiscal year 1990, the Department generated \$11,187,370 in revenue. This revenue covered the complete operating budget of the department of \$5,108,575.

Police Review and Advisory Board

The City of Cambridge Police Review and Advisory Board was created by city ordinance to provide timely, fair and impartial investigations of complaints brought by individuals against police officers, or complaints by employees of the police department. The Board was also created to improve community confidence in government in general, and police-community relations in particular. The board provides for citizen participation in reviewing police department policies, practices and procedures.

The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed by the City Manager from each of the following areas of the city:

- a) Cambridgeport/Riverside
- b) Eastern
- c) Northern
- d) Mid-Cambridge
- e) Western Cambridge

The Police Review and Advisory Board was without permanent staff from November 1989 through June 1990, due to unexpected illness of the former Executive Director. The work of the board was being handled by the City Manager's Office, prior to the appointment of the new Executive Director in July 1990.

Visibility is the major priority for the Board at this point. The board will continue to publicize its role and function by contacting community groups, newspapers and exploring new ways of getting the information out.

The board will continue to move forward, and hope to improve communications and establish better relations with the Police Department.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, and was enacted into law by the Governor and State Legislature.

All code inspectors from Health and Building Departments are under supervision of the Commissioner of Inspectional Services.

This department is responsible for enforcement of all laws and City Ordinances which pertain to Massachusetts State Building and Sanitary Codes.

The Inspectional Services Department inspects residential properties for housing code violations; food service establishments for sanitary violations; and oversees in excess of one billion dollars in annual construction projects.

In addition, the department is self-supporting and collected close to one million dollars in revenues above budgeted operating costs for FY90. Departmental revenues have increased from \$248,000 (FY80) to \$2,900,000 (FY90).

The Inspectional Services Department has added to the staff a full time, certified and licensed Lead Paint Inspector.

A keeper of the records has been added to the staff to maintain and preserve the integrity of historic files.

The information system continues to grow, providing access to daily activity within the department.

New sources of revenue have been identified and adopted.

The new mobile communication system is in place reducing response time; additional units are expected.

The Department will continue its public relations efforts, and will provide fair and equitable decisions.

Item A

Number of Permits Issued

Building	1,590
Electrical	2,014
Gas	848
Plumbing	1,484
Certificates of Occupancy	265
Appeals Zoning Cases	168
Annual Builders Licenses	1,000
Builders License Special	410
Milk Licenses	546

Item B

Revenue

Building Permits	\$2,291,228
Certificates of Inspection	118,721
Plumbing Permits	76,600
Zoning Appeal Filing Fees	44,363
Certificates of Occupancy	22,126
Gas Permits	17,936
Builders Licenses (Annual)	9,085
Builders Licenses Special	3,040
Private Bridge Air Rights	7,356

Massage Establishments	8,650
Milk Licenses	5,837
Retail Food Establishments	15,128
Package Stores	7,125
Mobil Food Services	905
Food Handlers Alcohol/Non Alcohol	55,252
Retail/Wholesale Bakeries	2,789
Food Processors and Manufactures	2,025
	<hr/>
	\$2,688,166

Item C

Estimated Other Activities

Plan Reviews Zoning/Building	228
Fire Department Referrals	305
Court Hearings	964
Places of Assembly Inspected	2,120
Complaints Received	5,110
Special Reports	345

License Commission

The License Commission, comprised of a chairperson, the Chief of Police and the Chief of the Fire Department, is charged with the responsibility of issuing and enforcing all food and drink, lodging, vehicle and certain miscellaneous licenses. The Commission regulates several hundred premises, 248 taxis, and approximately 600 taxi drives. The Commission meets on the second and fourth Tuesday of each month at times that allow for greater community participation and involvement in the decision-making process of the Board.

This Commission works very closely with several other City agencies, principally the Fire, Inspectional Services and Traffic & Parking Departments, before a license is issued and in the enforcement of rules and regulations of said license. The License Commission is also one of the larger revenue producing departments in the City. FY90 was no exception with over \$1.34 million being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission. During FY90 the following license revenue was secured, by category:

License	FY 90 Revenue
Alcoholic Beverages	\$635,832.00
Common Victualer	30,300.00
Innholder	6,160.00
Lodging House	194,932.00
Storage of Inflammables	179,317.00
Shops Sales	6,565.00
Hackney/Drivers	83,986.00
Motor Vehicle-Related	75,687.00

Entertainment & Sports Related	113,875.00
Miscellaneous Fees	4,494.00
Reproduction Fees	115.00
Hearing Fees	10,424.00
Total	<hr/> \$1,341,687.00

In the area of enforcement, the Commission has been very active in investigating citizen complaints brought against license holders—primarily taxi cabs and liquor establishments. Civil investigators on the License Commission staff collect and update routine data once a year on each license holder, verify compliance with special license conditions imposed on particular license holders, and collect objective data both as to license holders which are the subject of citizen's complaints and as to license applicants. These civil investigators also attend to those licensing matters which police officers cannot get to on account of numerous priority calls.

Also during FY90, the Civil Hackney Inspectors processed the paperwork for 248 cabs and approximately 600 members of the cab industry while the Hackney Police Officer acted as a spearhead enforcing all cab-related laws on the street.

During FY90, the Hackney Inspectors continued going to senior citizen functions, senior citizen housing and social centers, in order to distribute elderly discount taxicab coupons and to provide taxicab information. In these outreach efforts, the Hackney Inspectors were joined by members of the cab industry and staff from the Council on Aging. During FY90, the License Commission's budget funded the elderly discount program.

The License Commission continued to implement its expressed policy goal of only allowing that level of business licensing and economic development which is consistent with the predominant character of a particular area. In adopting this policy the License Commission acknowledged it was neither "pro neighborhood" nor "pro business." The License Commission has therefore formalized its role as a balancing agent between the City's need for both a strong economic climate and reasonably safe and quiet residential areas. With respect to residential areas, this policy means that no new license is to be granted if that license would harm the tranquility, peace and quiet of a predominately residential area, and existing licensees must operate so as to avoid harming the tranquility, peace and quiet of predominately residential areas. Still, the License Commission also respects the legitimate expectations of businesses operating in a business area.

In support of this general policy, the Commission made no exceptions to its cap policies during FY90, limiting the number of liquor licensees in delineated "cap" areas; in prior years "cap" areas were imposed along Massachusetts Avenue from Lafayette Square to Alewife Brook Parkway and in Inman Square. During FY90, several new "cap" areas were imposed in East Cambridge and West Cambridge.

During FY90, the Commission responded to complaints by consumers, residents and businesses concerning problems in

the liquor and entertainment industries. Two noisy night clubs were required to hire a professional engineer to contain music noise.

During FY90, the Commission continued to work with a 30-member Taxicab Advisory Committee representing all those involved with or affected by the taxi industry. Taxicab Advisory Committee representing all those involved with or affected by the taxi industry. Taxicab rules and regulations were subjected to continual review. During June 1990, the Committee agreed on the content of the Taxicab Rules and Regulations. It also agreed to support an increase in meter rates and license fees.

During FY90, the Commission worked with consultants collecting data on and providing an analysis of the Cambridge taxicab industry, toward the goal of determining whether and to what extent there is a gap between taxicab supply and demand in Cambridge, and to suggest solutions to fill any such gap. The final report was submitted to the City Manager and the City Council in January 1990.

During FY90, the Commission worked with the City Manager, Community Development Department, Traffic and Parking Department and Inspectional Services Department to institutionalize a system for the tracking of significant commercial developments and for the harmonious and coordinated regulation of these developments.

During FY90, the Commission proposed legislation to the State House which would outlaw the current practice in Boston of arresting Cambridge cab drivers suspected of picking up fares illegally there, and of ripping out said cab drivers' taximeters.

During FY90, the Commission also:

- Conducted hearings on the prohibition of kegs and other liquor being delivered to dormitories.
- Worked with Public Works to stop a pizza shop from discharging its garbage onto the public way.
- Approved a 10-screen cinema at the Fresh Pond Mall and denied a 1,200 person liquor license for Lehman Hall in Harvard Yard.
- Approved a transfer of a beer and wine package store license to Albert's Market on Cambridge Street.
- Proposed legislation to the City Manager which would authorize Cambridge cabs to pick up at Logan Airport.
- Proposed a home rule petition to the City Manager which would confirm the Commission's authority to cap the number and occupancy levels of liquor licenses in certain geographical areas.
- Conducted an educational drug seminar which all liquor licensees were required to attend.

- Denied transfer of a liquor restaurant license to Andiamo, 2024 Massachusetts Avenue.
- Cracked down on restaurants who, without authority, were using public sidewalk space for tables and chairs.
- Denied “Johnny M’s” a liquor restaurant license of Salty’s at the corner of Hurley and Sciarappa Streets.
- Continued to work with other city departments in the measurement and control of excessive noise from all premises.
- Provided advice to the City Council’s Ordinance Committee on the regulation of street musicians.
- Allowed the reactivation of the old Green Parrot liquor restaurant license at 2473 Massachusetts Avenue.
- Held several disciplinary hearings on liquor licenses for staying open after hours, serving under-aged persons, making misrepresentations to the Commissions, allowing double parking by patrons, music noise, patron noise, and patron rowdiness. Imposed penalties and remedies as appropriate.
- Denied a non-liquor restaurant license application for 2304 Massachusetts Avenue.
- Held a hearing on 5 new liquor restaurant licenses at the Galleria.
- Held a hearing on 2,530 car garage at the Galleria.
- Approved (in December, 1989) garage application for 1815 and 1826 Massachusetts Avenue, with conditions.
- Approved transformation of a bar at 1172 Cambridge Street to a food-oriented restaurant.
- Approved 4-screen cinema for University Park complex.
- Continued to deny requests for new 2 a.m. closings at Liquor Restaurants.
- Approved new private club license for local band on Cambridge Street.
- Approved new food-oriented liquor restaurant at 143 Main Street.
- Continued to approve local carnivals with understanding that over the winter of 1990-1991 the city’s carnival policy will be reviewed.
- Implemented the new rule of the State Alcoholic Beverages Control Commission, that any “pocket” licensee

not actually exercising its liquor license must own or control the underlying premises in order to get the license renewed.

- Held hearings on implementing the new federal law requiring existing places of public accommodation to remove obstructions to the handicapped, if such removal is readily achievable. The hearing was called to look at the law as applied to licensed premises.

During FY90, the License Commission also continued its strong “no tolerance” policy with regard to illegal drugs on licensed premises. Where illegal drugs were found for the first time on licensed premises without any provable negligence or involvement on the management’s part, strong warnings were issued with orders to stop drugs on the premises. A liquor licensee who was a “2nd time offender” was given a 30-day suspension; the lawfulness of this suspension is being litigated in court.

During FY90 the License Commission also continued its policy of maximizing input from Cambridge residents, Cambridge businesses, and relevant city officials. This included:

- Free mailing of all Commission hearing agendas to Cambridge residents and Cambridge businesses.
- Frequent communication with business and resident groups as to how the Commission may assist in successfully resolving pressing problems.
- Active solicitation of opinions from business and resident groups prior to issuing any new licenses.
- As a matter of policy, sitting down for hearings with all applicants for non-alcoholic beverage restaurants, extension of hours and entertainment licenses, although not legally required to do so.
- Providing a verbatim stenographic record of each hearing or residents may verify what was actually said and by whom at Commission hearings.
- Under the direction of the City Manager, the Commission coordinates with the Assistant City Manager for Community Development, the Traffic Director, and the Inspectional Services Commissioner to facilitate exchange of information and to avoid the technique of “divide and conquer” with respect to City officials. This procedure continued to be used in FY90 as to information on developments for Porter Square, the Grace site on Alewife Brook Parkway, the Simplex site, the Galleria on the old Lechmere Site, and Canal Park just north of the Galleria.
- Coordinating with the Middlesex County District Attorney’s Office and the State Attorney General’s Office to increase effectiveness in areas of common concern.

The License Commission during FY90 also continued to formalize a network of licensing officials nationwide and state-wide, so as to facilitate the exchange of licensing information and ideas in problem areas.

The License Commission continued to supply administrative support to the Cambridge Pole and Conduit Commission, which regulates the location of underground conduits and telephone poles in the public way.

Consumer Council

The Council's budget is located within the License Commission's budget, with the License Commission Chair acting ex officio as a member of the Consumer's Council.

The City, in partnership with the Attorney General's Office, funds the Consumer Council office to provide complaint resolution service to Cambridge residents with consumer problems involving car sales or service, home improvement work, retail sales transactions, etc. The Attorney General's Office during FY90 awarded the Consumer Council a grant of \$20,280 in order to promote local complaint resolution. The work of the Council staff also includes conducting educational workshops, providing informational pamphlets and offering self-help advice.

In FY90 with respect to Cambridge Consumers and businesses, over 2,000 phone inquiries were handled, over 600 written complaints were received and brought to conclusion or are in the process of being brought to conclusion. Nearly \$160,000 was saved or refunded to consumers. In addition to the two paid staff members, several citizens and student interns contributed over 1,500 hours of volunteer service. The FY90 funding in the amount of \$4,000 continued for a third year from the Older Act (Title IIIb) setting a focus on assisting the elderly consumer of Cambridge.

During FY90, at the request of the Attorney General and following the receipt of sufficient funds to cover all costs, the Consumer's Council began handling consumer complaints from Boston and Watertown, while continuing to handle Cambridge complaints.

Weights & Measures

Weights and Measures is charged with the responsibility to ensure that equity and fairness prevails between buyer and seller in determining the quantity of goods involved in all business transactions in the City of Cambridge. The department enforces all laws, ordinances, and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

All sales of goods and services in which measurement is a criterion such as food, heating, fuel and gasoline are within the purview of the department's daily activities. It is impossible to

mention anything we eat, wear, or use that has not been weighed or measured perhaps many times. As our population has grown and the number of products on the market has increased, the responsibility to "see that things measure up" has become an increasingly more important duty of weights and measures.

The following devices were tested and sealed during FY90:

Scales	Sealed	Adjusted	Not Sealed
over 10,000 lbs.	10	2	
5,000 to 10,000	8	2	2
1,000 to 5,000	26		
100 to 1,000	43	5	1
over 10 less			
than 100	360	9	2
10 lbs. or less	219		
Weights			
avoirdupois	235		
metric and			
apothecary	433		
gasoline pumps	345	10	1
taxi meters	358		

This department inspected a total of 6,236 pre-packaged commodities of which 5,597 were found correct, 316 were under and 323 were found over.

The sealing fees for weights and measures totaled \$10,000.

Electrical

The Electrical Department provides multiple services to all Departments for electrical maintenance and construction, telecommunications, radio communications, burglar and fire alarms, street lighting and fire and medical dispatch. There are five divisions within the department that provide the services as noted.

Adminstration:

Consists of two personnel, the City Electrician and one secretary, and is responsible for coordinating department personnel, processes personnel records, payroll, 268 purchase orders, accounts receivable, 193 accounts payable schedules, reports, and ordering supplies.

During FY90, this office started the ground work for implementation of a new city wide phone system. The primary step was to identify all telephone lines, locations and the number of telephone instruments, which consists of approximately 2,000 phones. Installation of a new system is expected to be completed in the fall of FY91.

This office also managed the repair of the City's 5,800 street lights, and received 196 calls for lights that were out. Improvements were made to street lighting in the East Cambridge area, and the lighting in Area four was converted to sodium vapor lights: this enabled the department to increase the amount of light on all streets.

Electrical:

The electrical division consists of six licensed electricians and is supervised by the Assistant City Electrician. During this fiscal year they have responded to approximately 780 maintenance calls, and have also installed an electric heating system for the building of 105 Windsor Street; wired a temporary work space for the auto mechanics at Public Works while their facility was under renovation; installed wiring and lighting for the Election Commission; updated the electrical service for the Cemetery; and provided lighting and wiring for the locker rooms at the Golf Course facility.

Signal Maintenance:

This division consists of four personnel and one foreman, and was responsible for maintaining 140 miles of overhead and underground cables, 580 emergency fire boxes, and performs quarterly tests of all fire boxes, and semi-annual tests of fire detection systems in municipal buildings.

During FY90, there were 18 additional fire boxes installed to private buildings; this consists of installing cable, testing the systems and make the final connections.

Fire Alarm:

There are 12 Fire Alarm operators and one Chief operator, responsible for dispatching fire department personnel and apparatus for fires, hazardous material, emergency medical calls, response for chemical spills, and other related emergencies. This office also has the means to communicate via radio to other city departments, all surrounding cities and towns for mutual aid, and state agencies that are necessary during emergencies.

During FY90, this office dispatched emergency responses to 12,000 incidents, which consists of mobilizing approximately 43,000 pieces of emergency equipment.

Radio:

This division manages installation and radio repair for the cities 30 radios, which includes ten city departments. During FY90, there were 23 radio installations for vehicles and 156 radio repairs, and consist of one person that directs all aspects of radio communications.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major changes in program emphasis that have taken place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies have moved away from preparation for the hazards of nuclear war, working instead on preparing governmental responses to natural and man-made disasters.

Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 51 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of six megawatt capacity. There are also 29 laboratories licensed to perform biogenetic work using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemical but, based on data from the U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Protection, it appears that about two to three hundred locations in Cambridge could present such risks.

These hazards, although small in scale, are uniquely diverse and present a real challenge. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. In November 1986, the federal government enacted the Superfund Amendment and Rauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such material with the City and file material safety data sheets of all material contained in the inventory.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking and Emergency Management Department, Fire Department, Fire Alarm office and Health Department. This computer system was financed in part with Federal Emergency Management Agency funds, and contains a database of the SARA inventories and material safety data-sheets. This database will be available to fire companies on-line on a twenty-four hours a day basis. The computer located at the Emergency Management Department office is able to access the FEMA IEMIS computer which provides excellent computer graphics to perform plume trajectory and puff dispersion modelling of hazardous material spills. Plume trajectory modelling is also performed using the ALOHA algorithm contained within the EIS-C hazardous material database program. In addition the IEMIS system also provides NOAA weather data on-line 24 hours a day. All units can access the CHEMTREC data bank for chemical information relating to material spill emergencies.

The Emergency Management Department prepares contingency plans for natural disasters such as hurricanes, tornadoes and blizzards and their consequences such as power failures or other utility failures. The department works closely with voluntary agencies such as the American Red Cross to ensure that residents effected by fires, urban flooding or other localized disasters receive the assistance they need.

The Department also works closely with the South Middlesex Hospital Association in planning for mass casualty incidents and coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

Public Works

This year's theme for Public Works centered on finding ways and means to associate our activities with the THREE Es: Environment, Energy and Effectiveness. Providing a full range of essential services to Cantabridgians, the Department must, increasingly, pay more attention to the preservation and improvement of the environment, the conservation of energy and a significant increase in departmental effectiveness as an offset to the tightening fiscal picture which is a growing fact of current municipal life. While not all our work is directly related to the THREE Es, a growing percentage of the 250 daily service calls that come into the department are concerned about our performance in making the THREE Es a reality. We'll examine this performance as we describe the year's activity in the DPW's ten functional units: administration, engineering, construction, sanitation, snow and ice control, parks and forestry, cemetery, public buildings, vehicle maintenance and the off-hours shift.

Unlike the previous winter which had almost no snow, the DPW's "Knights of the Snow Shrouded Grail" this year battled 45 inches of snow dropped by 10 storms that covered 18 days. The first snow came on November 23, 1989 and the last one

occurred on March 6, 1990. The Department spent \$249,000 keeping the pavements passable. Our data shows that the average storm cost \$25,000 and needed 780 person hours of attention; we used 103 tons of salt and 102 tons of sand per storm. Each snow storm cost the Department \$5,500. But snow fighting has a decided impact on the environment, particularly in the use of salt. Although we mix the rough salt with sand into a mixture which our crews call "pickle," the salt nevertheless has a negative effect on the landscape. To offset the heavy salt use, the Department has begun to add liquid calcium chloride to its preventive efforts. This will reduce salt usage, control the distribution of the material and give better "black pavement" treatment. We purchased three "feeding units" for our snow trucks as well as a calcium chloride storage tank. By next season we shall be in full swing on this environmentally approved approach to snow fighting. We are hopeful that the introduction of calcium chloride will also increase the effectiveness of our snow fighting efforts and reduce overall costs once the system is fully operational.

The critical operation in improving the environment is the Department's collection and disposal of solid wastes with the focus on our Division of Sanitation. Because of the continuation of a successful drop-off recycling program and a shift of some of our 350 commercial customers to private pickup, we have begun to reduce our collection tonnage—a hopeful sign. This year our collections showed a total of 40,500 tons, down over a thousand tons from last year's final figures. Moreover, in an effort to eliminate unsightly and unsanitary garbage put out before the time of collection, the Department issued over 1,000 warnings. This has raised the consciousness about the negative environmental impact on the community of strewn and uncontrolled garbage; it has also increased the effectiveness of our workforce who are now able to collect using ten to eleven trucks as opposed to the twelve trucks in force until now. Of significance too, is the environmentally enhanced once-a-month recycling drop off program. Within this year the two manned sites, Sherman Street and the DPW yard



City residents cleaning up Central Square. Sponsored by the Central Square Businessmen's Association.



Taking out the old railroad rails at Harvard Square at Mount Auburn Street.



Laying down a new brick sidewalk on R.C. Kelly Road.



Grinding and overlaying a new surface on Broadway.

at Hampshire Street, combined to collect 500 tons of newspaper, 126 tons of glass and 10 tons of plastics. The total cost avoidance to the City was \$28,000.

In anticipation of the City's move toward a curbside recycling program, the Department, at the request of the City Manager, formed a working group to analyze relevant experience and gather facts and opinions in order to draft a mandatory curbside recycling ordinance and a request for proposals to implement the program. It is expected that the draft documents will be sent to the City Manager in late September. Once the City Council has debated the proposals and made such changes as it thinks necessary, the curbside recycling program could start as early as April, 1991.

The street sweeping program runs from April to November and is a fixed necessity in the minds of most Cantabridgians. Under a contract, awarded through public bids, two sweepers give each residential street an average of eight cleansings each year while doing the major squares seven days a week. Notice of the sweeping scheduled is given to all residents applying for their residential stickers in November and are also available at the public counter in the Department's Hampshire Street office. On days when residential sweeping is not scheduled, special postings are made on commercial and industrial streets so that these areas can also be included in our street sanitation efforts. Thus street sweeping becomes an important program to enhance the environment and is so popular that we have received many calls to increase the monthly sweepings. Unfortunately, we do not have the funds to do this. But in the coming year the Department plans to recognize the street sweeping program in such a way that its effectiveness will be increased by an estimated 10 percent. This should further advance the environmental effect and, in the bargain, make better use of the human and material energy invested in the program.

The construction division provides a wide scope of services to the citizens of Cambridge: sidewalk and street repair; resetting of granite curbs, installing new and repairing old curb cuts, pothole repair and a constant servicing of the hundreds

of support requests that come in from other City departments. In responding to these service demands the construction crews installed 58 new curb cuts, used 590 tons of asphalt, 370 cubic yards of concrete in over 2,500 repairs of various kinds to streets, sidewalks and public parks, lots and recreation areas. The division also issued 1,352 permits for street obstructions (609), excavations (336), gas company work (304) and other utilities (103). The Department and the division also took a major step in controlling the repair of street cuts by implementing the Street Preservation Offset Fee (SPOF), a procedure that has been in the discussion stage for two years. Under this procedure street cuts are classified by size and a reconstruction price, based on current costs, is assessed against the firm or contractor. This SPOF is deposited into a special fund to be used by the Department in reconstructing the street cut or a portion of the whole street once the expected settlement has taken place. In coming years this should provide a long term solution to deteriorating streets suffering from attacks of too many street cuts.

The "rain in Spain," at least as far as Cambridge is concerned, falls not "mainly in the plain" but in the streets and sewers. And when that rain comes with extraordinary force, it is the sewer division that is called upon to answer the complaints. During this year the sewer technicians responded to 243 emergency calls and logged over 3,600 hours of overtime while maintenance crews cleaned 1,800 catch basins. Of significance was a substantial movement in the planning of the capital sewer construction. Phase VI plans and specifications received full approval from all sign-off agencies, and will be included in the State's "no interest" waste water loan program, the details of which will become more apparent in the coming months. Construction under Contract I, Phase VI could begin as early as April, 1991. Plans were also completed and bids awarded for two blocks of sewer reconstruction in the Bishop Allen Street improvement while initial design and layout was begun on the Cherry Street sewer fix-up. The sewer division finished a job of remediation on the "Amherst Alley" combined sewer system eliminating the po-

tential for dry-weather outfall. The cost of this project was shared with MIT.

The division's wet-weather outfall monitoring program continues to improve. During the year the monitors recorded 173 events at 11 outfalls for a total gushing-run of 24 million gallons with 91 events discharging 15 million into the Alewife Brook and 82 events spilling nearly 9 million into the Charles. These reported outfall levels are far below the MWRA modeled estimate by a factor of 4. All these efforts centered on the sewer division are aimed at improving the environment by reducing the outfalls in the Charles and Alewife, control flooding during heavy rains and providing healthy surrounding throughout the City in the critical business of waste water management.

The building construction component of the Public Works Department manages the construction of and renovations to the City's public buildings. The city architect, along with members of the designer selection committee, advertises and selects architects and engineers to prepare the plans for capital construction projects. This designer review process ensures that the City's objectives are met. In this year \$800,000 was spent in the renovation of the Willis David Moore Youth Center, adding 2,500 square feet to recreation facilities in the City. Here not only were the heating, plumbing, ventilation and electrical systems replaced but a new basketball floor was installed. The Police building received a new standing-seam copper mansard roof at a full bid price of \$200,000. Plans were also completed for an upgraded life protection system at City Hall for \$50,000 and 250 windows were replaced at the Coffin Building at a cost of \$75,000, an energy conservation activity if ever there was one! Turning to an environmental necessity, the Department continued its asbestos removal projects with Engine Number Four and Fire Headquarters receiving total cleanups. In addition, work on Engine Number Four was begun, focusing upon a complete restoration of a venerable and historic building including all new physical systems, a new roof and structural bolstering to concrete supports for a total outlay of \$9,000. The refurbished building is expected to be dedicated in the second quarter of next year.

Neville Manor's power plant and the Water Department's filtration building each received new roofs whose cost totalled \$280,000. Another much needed project is the second phase of the public works garage renovation begun in this reporting year, concentrating on the vehicle maintenance facility at a bid cost of \$534,000. Significant cost savings were contributed by the DPW's own forces whose demolition and preparatory work saved over \$300,000 in total costs. The redesigned facility will not only save on energy costs but will be a strategic contribution to the increased effectiveness of the vehicle maintenance capacity of the Department.

As a capstone to its work for this year, the Department inaugurated the process for choosing the designer for the Area IV Teen Center construction while the site location was agreed upon at 243 Harvard Street. Actual construction will begin later next year.

The building maintenance and operations division provides general services support to some 50 city properties, including City Hall, the two annexes on Inman Street, the fire stations, the public works garage, the Lombardi Building, Neville Manor, 105 Windsor Street and the Blouin Building to name just a few. The division mobilizes custodians on the day and evening shifts and a variety of support skills from painters to plumbers, from carpenters to roofers, from sign painting artists to fledgling space planners. During this reporting year the division undertook 1,027 repair or reconstruction jobs in 43 buildings plus 33 non-building repairs for a total cost of \$730,000 and the expenditure of 32,000 hours of work time. In terms of hours of work expended, the work types requested most frequently were painting (3,140 hours), plumbing (2,409 hours) and carpentry (2,396). In addition the division reports that, measured by square foot cost for maintenance plus custodial service, the four top rated buildings were City Hall (\$4.11), 105 Windsor Street (\$3.58), City Hall annex (\$3.70) and the Coffin Building (\$2.95). The division has now added energy to its computerized cost accounting system and finds that the buildings with the highest energy costs, calculated on a square foot basis, are the cemetery (\$3.27), 105 Windsor Street (\$1.97), the Coffon Building (\$1.35) and the Lombardi Building (\$1.34). As a follow up to its concern over energy use, the division began quarterly issuance of reports, urging departments throughout the city to conserve in these times of rocketing energy costs.

In addition to all these efforts, the division lent out its stage and sound equipment on 15 occasions, provided sign postings for 35 neighborhood events and painted, silk screened and stencilled well over 6,500 signs.

The Department's vehicle maintenance division provides a key ingredient in keeping The Works at its service-shining best. During the past year workers in this division accepted 2,055 repair jobs totaling well over \$2,000 in costs including labor and parts. Nearly half of these jobs were considered emergency in character while 600 were unscheduled. By far the greatest user of vehicle maintenance services was the sanitation division garnering a total of 840 jobs where tire repair is the paramount need and hydraulic readjustments a close second. During the year the Department dispensed 174,000



Unloading the glass collected from Recycling.

gallons of fuel divided between unleaded (65%) and diesel fuel (33%) with a remainder of 2% of regular fuel. The latter will be phased out next year. Over \$200,000 was spent in fuel procurement. During the year the division wrote the specifications and purchased through public bid two new rubbish trucks, one back hoe, one pick-up truck, two salt spreaders, one three yard dump truck with snow blade two compressors and a new animal van at a total cost of \$227,500.

The Cambridge City Cemeteries continues its progress in improving operations and upgrading the total environment as both a burial ground and park site. The wall construction along Coolidge Avenue was completed at a cost of \$120,000; plans have been developed to complete the periphery fence at the back of the cemetery and to renovate the historically unique cemetery chapel. A contract was awarded and work begun on a weed control project to eliminate growth around the monuments, headstones, railings and steps. This program will add to the appearance of the cemetery while raising the effectiveness of the small but productive cemetery maintenance work force.

Activity at the cemetery this year focused on the sale of 154 lots and graves along with 460 burials, construction of 170 foundations and the addition of 229 perpetual care accounts. Cemetery revenue came to a quarter of a million dollars. In maintaining the cemetery, the work crews used 400 yards of loam, 300 yards of park mulch, 1,500 pounds of grass seed and 2,700 assorted plants. The cemetery also purchased two "green machine" trimmers and two 28 inch lawn mowers.

The engineering division provides essential staff services to the department and to a number of other agencies throughout the City. Skilled personnel process MWRA permits, administer the complicated, but essential, dewatering approval system and the review of development plans for conformance to public works standards of construction and design. The division maintains street, sewer and location maps and carries a nearly complete history of street and road acceptance and assigns street numbers of new buildings. In addition, the division is "on call" for the assessor's map revisions and for various physical determinations on zoning petitions. In fulfillment of these roles, during the year the Department reviewed 50 subdivisions, produced 15 radius plans for the License Commission and an additional 20 such plans for the Police Department in their enforcement of the anti-drug sale law applied to schools. The division also performed percentage counts on 3 complex zoning petitions.

The division's main focus, however, is in the production of specifications for a variety of public works improvement from street construction to fencing, from drainage plans to park renovations and from infra-red patching to water cut restorations. In coordination with the Superintendent of Streets, the division drew up specifications and awarded bids for over \$3 million of street and sidewalk improvements and the planting of scores of trees to support these improvements. Among the streets and sidewalk improvements either awarded or begun in this fiscal year or finished from a previous authorization were the following: Chilton, Gurney, Saville, Chauncey, Antrim, Cambridge Terrace, Chestnut, Donnell, Gorham, Henry,

Lexington, Malcolm, RC Kelly, Auburn, Farrar, Granville, Hurlburt, Williams, Otis and Western. Many of these were both street and sidewalk reconstructions. Under the State Aided Chapter 90 Funds Portland, Medeiros and Broadway/Binney were completed. In addition, the division supervised a "crack filling" project for Hampshire, Putnam, River, Western, Walden, Massachusetts Avenue, Main Street and Reservoir.

The constant attention to one hundred parks, tot lots and playgrounds as well as thousands of shade trees that leaf out in Cambridge lies in the exacting purview of the Division of Parks and Forestry. A considerable effort and expenditure goes into the preservation and expansion of the parks and trees; it is a work that impacts on the "greening" environment for the whole city. The division concentrates on the constant seeding, treatment, cleanup and turf maintenance in the parks as well as the preparation and regrading of the many ballfield and soccer setups in the parks and playgrounds in the city. New fencing was installed throughout Donnelly Field at a cost of \$100,000 as well as a protective netting added to the hardball backstop. Similar netting was installed at the main diamond at Tobin Field. The Division also constructed pressure treated wood closures at the bottom of all backstops in the City. Indian clay material was added to all the infields to improve stability and longevity, and all the large fields were aerated to preserve the greenery. At the same time contracts totalling \$440,000 were awarded to four certified landscape companies directed to maintain twenty of the largest and most heavily used parks from April to November. The division has worked out a contribution system for some of the parks so that in the reporting year some \$60,000 was contributed from cooperating firms for Lechmere Canal Park, Costa Lopez and Winthrop Park. To assist the division in expanding its maintenance capacity against a decreased work force, a number of capital purchases were made, including an athletic field conditioner, two power brooms, one "slice-and-seed" machine, an aerator, two grass cutting "decks" and one construction quality water pump.

The division, in cooperation with the Department's Construction Division, worked with the Department of Community Development to demolish existing structures at the Morse School, Fulmore Playground and the Cambridge Common Tot Lot where new structures are to be built. This contribution of the division amounted to \$49,000 in time, equipment and dumping fees.

With the addition of a city arborist to the Division's professional staff, a systematic work plan has been put into action bent on achieving regularly scheduled tree trimming and chemical maintenance. On Broadway, Western and sections of Concord Avenue over 100 trees were trimmed under the new schedule while 175 trees received chemical injections or deep root fertilization. A thorough study was undertaken by the division, under the direction of the arborist, of the forest at the Fresh Pond Reservation designating where extensive tree work must be undertaken and where new plantings are needed.

In recognition of the division's efforts in tree preservation, two significant events occurred in this reporting year. In November, the City of Cambridge received the "Tree City

USA" award from the National Arbor Day Foundation. Arbor Day itself was celebrated at Kingsley Park under the sponsorship of the Massachusetts Arborists Association which invited 35 tree companies to demonstrate their work skills by pruning 150 trees, removing 25 dangerous trees and planting 15 new trees. The total value of their contribution was estimated at \$35,000.

The division, working with the management consultant and the Department's computer manager, devised a complete cost and work unit complaint system which will cover all division activity. This is now undergoing a pilot test and is slated for full scale implementation next year.

The Public Planting Committee, through the liaison work of the City Arborist, is now closely allied with the Division of Parks and Forestry efforts in extending Cambridge's "green environment." During twelve monthly meetings, and numerous individual consultations and site visits, the Committee reviewed tree planting proposals for such major construction efforts as Danehy Park, Rothlisberger Park and the Harvard Inn while participating in such outstanding environmentally focused events as Arbor Day and Earth Day. Under its popular "client tree program" one hundred shade trees were planted throughout the City supported by an additional 75 trees along Massachusetts Avenue in continuation of the Committee's effort to turn this main thoroughfare into a treelined boulevard of distinction.

In the Department's administrative arena emphasis has been on refining the 15 existing management information and reporting systems as well as to add critically needed programs to heighten the Department's responsiveness and to increase its effectiveness as a total service agency. The most significant event under this rubric was the introduction in the middle of March of a fully computerized complaint system to cover all departmental activities on a pilot basis. All incoming complaints are logged in the computer by number and date; a response form is sent to the appropriate division for action and response. Monthly totals are printed and distributed to the Commissioner and to all division heads. These are reviewed to establish effectiveness in close out time, pending or unanswered complaints and types of complaints received. In the short three and a half months of its pilot tenure, the system recorded 1,260 complaints/request for service. This averaged 360 a month or 18 per working day. 97% were closed out within six days; the remainder were classified as needing longer range solutions. Parks and Forestry led with 328 complaints followed by Sanitation with 235 and construction 232. Revisions are being made to the system based on the pilot experience and it is expected that next year the system will be fully operational. In addition, the Department has adopted an off-the-shelf software program for monitoring sick leave, vacation usage and general attendance records for all employees. The input of employee data was completed this year and we expect that next year the system will operate to peel off monthly details of absences which, in turn, will make it possible to run our managing attendance program monthly, instead of the current monthly basis. Such added improvements as these two programs will help to raise the effectiveness of the DPW workers.

Community Development

The goal of the Community Development Department is to enhance the overall living environment for Cambridge's highly diverse population by planning and managing physical change as effectively and competently as possible. The Department utilizes its resources to achieve this goal through preserving and developing affordable housing, controlling growth and mitigating the negative consequences of growth, strengthening the vitality of commercial and business districts and preserving and strengthening the character of each neighborhood.

In FY90, the community development program was implemented by a 45 member staff who administered in excess of \$17.6 million in Federal and State funded projects including the \$2.9 million Community Development Block Grant Program. Staff also coordinated more than \$1.6 million of City funded capital improvement projects. The staff performs its work as part of a public process in which a broad spectrum of interests and viewpoints are represented including those of the City Council, the Planning Board, citizen and community groups, non-profits, developers, the business community and other government agencies. The Department's FY90 agenda was extremely full and varied reflecting a strong commitment to the City's housing, neighborhood planning, open space, zoning, transportation, energy and economic and employment programs.

Housing

The Housing component continues to plan and support a variety of programs to realize the City's strong and on-going commitment to the preservation and creation of affordable housing. The allocation of a significant portion of the City's Federal Community Block Grant monies (\$1.6 million in FY90) has provided a solid base of support for a number of ongoing housing programs directed primarily to Cambridge residents with low and moderate incomes. There are two major thrusts to these programs: the development and expansion of homeownership opportunities; and the rehabilitation of both owner occupied and investor-owned properties.

FY90 activities/accomplishments included:

- Completion of an 8 unit moderate-income limited equity condominium at 125 Portland Street in partnership with the Area 4 Coalition;
- Rehabilitation of 3 affordable housing units at 16 Warren Street, through the Rental Rehab Program;
- Initiation of construction on the renovation of three units at 37 Howard Street, the first project assisted through the Affordable Housing Trust;



Children and parents participating together in one of many magic show sessions.



Children participating in arts and crafts.



Children playing in the newly constructed tot lot at Danehy Park.

THE O
CELEB

MAYOR THOMAS

Cam
Massa

OPENING CELEBRATION AT W. DANEHY PARK



Skydiver landing in the center of Danehy Park.



Face painting was a popular event at the opening.

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husetts



Children and parents enjoying the new warm-up exercise station.

- Creation of Small Property Owner's Rehab and Loan Program;
- Completion of Kennedy Lofts, the first phase of the University Park Project's housing component negotiated through the University Park Rezoning. This project includes 142 rental units, 25% of which are available to low income households. An additional 25% will be occupied by moderate income families; and
- Completion of a Housing Needs Study, to determine the extent of the City's affordable housing needs, as a prelude to development of a more comprehensive housing policy.

Neighborhood Planning

The Neighborhood Planning Component was formed in 1986 to work primarily with the stabilizing committees in East and North Cambridge and with individual neighborhoods on an ad hoc basis concerning particular development issues and projects. Two years ago, in response to the growing concern over the quality of life in the City's neighborhoods, the component expanded its programs to include the production of neighborhoods studies and implementation of study recommendations.

The object of the studies is to identify major problems and concerns through a joint CDD and community study committee, and formulate recommendations for their solution. The studies address issues such as traffic and parking, park maintenance and rezoning of areas now inappropriately zoned.

In addition, neighborhood planners continued to provide technical assistance to neighborhood organizations throughout the City and to advise other Community Development staff on structuring and implementing public participation processes.

FY 90 activities/accomplishments included:

- Publication of the East Cambridge Neighborhood Study and participation in the implementation of the East Cambridge Rezoning, a key study recommendation;
- Final editing and production of the North Cambridge Neighborhood Study (published in FY91);
- Initiation of the Riverside and Cambridgeport Neighborhood Studies. FY90 work focused on data gathering including demographic, land use and housing information. The Riverside Study Committee was also formed and will meet through FY91; and
- Development of a citywide neighborhood outreach program to establish ongoing communication about planning issues with all of the City's neighborhoods.

Planning and Design Services

The Planning and Design Services staff serves as an "in house" support team to the Department's Neighborhood Planning, Housing, Economic and Employment Planning and General Management components. This group provides a wide range of technical skills and services including landscape design construction management, zoning, urban design, transportation planning and management, graphic design and data management.

FY90 activities/accomplishments included:

- Provision of technical assistance to the Cambridgeport and East Cambridge Rezoning Advisory Committees, the Harvard and Central Square Advisory Committees and the Planning Board;
- Development of changes to the City's Townhouse Bonus ordinance which were subsequently adopted by the City Council;
- Expansion of the Commuter Mobility Program, a program designed to reduce traffic congestion and parking demand, and decrease energy consumption and air pollution by promoting ridesharing options and encouraging the use of public transit. This is accomplished by developing and implementing site-specific programs for companies, community groups and individuals within the City of Cambridge;
- Completion of Phase I of the Cambridgeport Parks project, including Morse School, Alberico and Lopez Street Playgrounds, and a major renovation at the Gore Street Playground in East Cambridge.
- Creation of a computerized interdepartmental log to track all development proposals over 15,000 square feet; and
- Design and publication of Newsreel, the Department's semi-annual newsletter to the Cambridge community.

Economic and Employment Planning

In FY90, the name of this component was changed from Economic Development to Economic and Employment Planning, reflecting a broadened scope to prepare the City for the economic opportunities of the 1990s. While maintaining a strong role in the Department's growth management activities, the component is currently defining new initiatives in employment and training to ensure that Cambridge residents, in particular Cambridge youth, are prepared for the job opportunities of the next decade.

FY90 activities/accomplishments included:

- Data collection and study of employment trends and needs in preparation for FY91 employment and training initiatives;
- Implementation of the objectives of the Central Square Action Plan including:
 - project reviews with the newly formed Central Square Advisory Committee, and
 - preliminary work on design of street/sidewalk/landscaping improvements;
- Continued implementation of the East Cambridge open space system including:
 - initiation of Phase III, Lechmere Canal Park; and
 - design of Charles Park;
- Implementation of infrastructure improvements, design review of development projects and coordination of all phases of development at University Park; and
- Provision of technical assistance, direction and support to the East Cambridge Rezoning Advisory Committee.

The Department's residential energy programs, financed through a variety of Federal and State revenue sources, continued to provide a comprehensive range of weatherization services in FY90. In FY91, these programs will be dramatically cut back. Reductions to the City's programs, which have been operational since the early 1980s are the result of: decreased funding for energy programs at the State level; and saturation of the City's eligible client population, eliminating the necessary "critical mass" to support continuation of the Cambridge Program. FY90 activities included negotiations with local utilities to provide funding to deliver energy programs in Cambridge.

Historical Commission

The Cambridge Historical Commission, serving as the preservation advocate for the City's built environment, oversees and administers several programs and preservation planning ordinances. The Commission was established in 1963 under Massachusetts General Laws to manage four historic districts; to survey all 13,000 Cambridge buildings; and to mark historic sites and buildings.

The Commission meets monthly to review cases in the Old Cambridge and Fort Washington Historic Districts, as well as those pertaining to protected landmarks throughout the City. Any demolition, new construction or publicly visible alteration

of designated properties must be approved by the Commission. Twenty-seven historic district and nine landmark cases were heard this year. Twelve landmarks are currently designated, and the staff continues to prepare landmark reports, specifically for critical buildings in Central and Harvard Squares, for presentation to the City Council.

The demolition review ordinance, which was put into effect in 1978, stipulates that the Commission review demolition permit applications for buildings over fifty years old. This year the Commission reviewed thirty-eight demolition permit applications, with three considered at public hearings; the decrease over last year's numbers reflects the downward trend in building and development throughout the City. In addition, the Commission reviews all building permits; this year it looked at 1,416.

The Commission also administers two neighborhood conservation districts, Half Crown and Mid Cambridge, containing 2,150 buildings. The district boards heard fifteen applications for exterior alterations in FY90.

In May, the Commission received the Antoinette Forrester Downing Award from the Society of Architectural Historians for its 1988 publication, *East Cambridge*, "in recognition of its excellence as a published architectural survey." The MIT Press reported last fall that the book was the second best selling one of the year. The Commission also received a citation from Secretary of State Michael J. Connolly for the twenty years of commitment to research and scholarship for the Survey of Architectural History in Cambridge. Work continues on the revised edition of *Old Cambridge*, which will be published next year. Prior Commission publications include the *Survey of Architectural History of Cambridge* in five volumes between 1964 and 1977, *A Photographic History of Cambridge* in 1984 and *Maintaining Your Old House in Cambridge* in 1988.

The Commission also administers a preservation easement program, which allows an owner to voluntarily protect an architecturally or historically significant building. The program encourages private investment in restoration of significant buildings with no corresponding expenditure of public funds. At the same time, an owner can benefit because of Federal tax policies. To date, the Commission holds nineteen easements on buildings throughout the City.

Capital budget projects include the continued restoration of Longfellow Park and the completion of the restoration of Fort Washington Park.

Despite the 2% cut in the overall budget this year, revenues were up due to the extensive publication and photographic sales, as well as numerous consultations. The paint color consultation program was featured in a *Boston Sunday Globe* supplement last fall.

The department also administers two programs for low- and moderate-income homeowners, the Preservation Grant Program and the North Cambridge Paint Program. The Preservation Grant Program, now in its fourteenth year, has helped more than 325 people restore their homes, while the paint program, in its ninth year, has provided subsidies to help over 180 people paint their houses.

Conservation Commission

During the past year, the Conservation Commission continued its efforts to protect, preserve and enhance the City's natural resources. As an environmental agency in Cambridge, the Commission's responsibilities encompass a wide range of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing and permitting projects proposed in or near Cambridge's wetlands and floodplains. In addition to working under the Act to ensure protection of Cambridge's water resources, the Commission reviews and comments on Environmental Impact Reports for projects proposed in Cambridge, advises other City departments on environmental issues, works with regional, State and Federal agencies and groups to address issues of environmental concern and works to inform and advise the public on environmental issues. The Commission also coordinates the ten community gardens which serve more than 300 Cambridge gardeners each year.

During FY90, the Commission held twenty-nine public hearings and seventeen Commission meetings to review wetlands filings and discuss other issues of environmental concern in Cambridge. The Commission also conducted more than forty-five wetland site inspections to assess possible impacts of proposed projects, investigate sites for wetland violations and evaluate compliance with wetlands permits.

The Commission undertook several enforcement actions to ensure protection of the Charles River in Cambridge. The Commission worked with boating facilities on the river to bring unauthorized work into compliance with environmental law and to ensure future compliance at these facilities.

In addition, the Commission reviewed and commented on Environmental Impact Reports for several major projects that will affect the City. The Commission submitted comments on such major and complicated projects as the Central Artery Project, the Massachusetts Department of Public Works' proposed changes in Route 128 highway drainage adjacent to the Cambridge Reservoir, and the Massachusetts Water Resources Authority's Combined Sewer Overflow Facilities Plan to remove raw sewage from surface waters in Cambridge and other communities. The Commission also continued its review of such on-going projects as the Route 2/Alewife Brook Parkway project and Alewife Center project. In some instances, the Commission's comments have guided project proponents to develop more environmentally sensitive alternatives.

During FY90, the Commission also reviewed and commented on proposed state legislation and regulations which affect the City's ability to protect and enhance Cambridge's natural resources. The Commission submitted written comments and provided testimony at public hearings on the draft Chapter 91 Waterways regulations, a legislative initiative to alter the Chapter 91 law itself, and legislation to better protect Cambridge's water supply. The Commission also reviewed and commented on the Cambridge ordinances to promote used motor

oil recycling, to protect stratospheric ozone, and to promote environmentally desirable practices.

As in past years, the Commission devoted substantial efforts to the Alewife area of Cambridge during FY90. This flood-prone area is characterized by a sensitive wetlands system and extensive open space managed by the Metropolitan District Commission. The Commission worked with the MDC to facilitate the Alewife Brook Short-term Clean-up project, removing debris from the brook, thereby securing its flood control capacity and improving access for canoeists. The Commission also worked with the MDC to clean up and help prevent future illegal dumping in the MDC's Alewife Reservation wetlands. The reservation is one of the last remaining urban wilds in the metropolitan region and supports a rich community of plant and animal species.

The Commission also continued to work with other City departments on issues of environmental concern. The Commission advised and provided technical assistance to the Water Department and Water Board on issues of watershed protection for the Cambridge drinking water supply. The Commission also coordinated with the Community Development Department and the Planning Board on environmental issues at Alewife and North Point. The Commission's Director also served as the Chairperson of the Environmental Assessment Subcommittee of the Cambridge Emergency Planning Committee. This sub-committee is charged with identifying and characterizing areas of potential hazardous materials incidents in the City and working with the CEPC to prepare an appropriate response plan.

In addition, the Commission undertook and continues to refine proposed local legislation to enhance protection of Cambridge's water resources. The Commission is drafting a local wetlands protection ordinance and accompanying regulations. The Commission is also working with the Water Department and the Water Board to design a watershed protection ordinance to ensure protection of the Fresh Pond Reservoir, and with other watershed communities to implement a watershed protection plan for the Stony Brook and Hobbs Brook Reservoirs.

The Commission also continued its outreach efforts to inform the public about Cambridge's natural resources. The Commission provided information to environmental educators, students, businesses and residents interested in Cambridge's water resources, wildlife and openspace. The Commission's Chairperson and the Commission's Director participated in a panel discussion about drinking water quality, sponsored by the Neighborhood Nine Association. The Chairperson and Director also were guest lecturers for a spring semester environmental studies course at an area university. The Commission also recently completed the 1989 Cambridge wetlands under the Commission's jurisdiction and provided descriptions of their hydrology, vegetation and wildlife value. The report and maps will soon be available at the Cambridge library and at the Commission office.

In addition to its work within Cambridge, members and the Commission's Director participated in several statewide environmental efforts. The Commission's Chairperson served on a

statewide group of wetlands experts that is charged with determining the means of implementing the Massachusetts policy of "No Net Loss" of Wetlands. The Commission's Director conducted workshops at the MACC's annual meeting in March. In addition, the Commission's Director serves as the Treasurer of the Massachusetts Society of Municipal Conservation Professionals. Through MSMCP, the Commission's Director presented a training workshop in February for new conservation administrators and commissioners from cities and towns throughout the State.

In addition, the Commission took part in an environmental exchange with the Soviet Union. During September 1989, the Commission's Chairperson participated in an Environmental conference in Yerevan, Cambridge's Sister City in Soviet Armenia. The Cambridge delegation met with national, state and local officials and with grass-roots organizations to share information about environmental issues in both Cambridge and Yerevan. The Commission and the Water Department participated in hosting an Environmental Delegation from Yerevan which visited Cambridge in March, 1990.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continues its mission of promoting peace-making efforts and peace education within Cambridge. Begun in 1982 to confront the concerns of nuclear war, the Peace Commission has expanded its mission to incorporate challenging local forms of discrimination which foster violence, and celebrate those ideas and programs which affirm the diversity within our City. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs which build understanding, community cooperation and social justice.

During the year of 1990, the Cambridge Peace Commission worked actively within the schools and the local communities and supported efforts to promote peace-making.

Working with our schools:

Within Cambridge's public schools, the Commission staffed the peace education committee which put out 3 newsletters last year to every teacher in the system. The issues included articles on Black History month, sources of violence, materials about Haiti and multi-cultural programming. The committee developed and taught a fall course on conflict resolution for 23 teachers and organized 2 day-long workshops for teachers to promote curriculum and awareness about Haiti.

The Commission organized an elementary school tour by a Japanese peace activist and developed and distributed materials on El Salvador. The Peace Commission collected materials about Haiti for Cambridge's elementary schools to create a traveling kit of Haitian material. The kit consists of 4-5 boxes of materials including musical instruments, arti-

facts, games, written curriculum, an annotated bibliography, videos, Big Books and picture books. The Commission coordinated a 5 day 13 school tour of 3 Soviet youth dance/singing troops including the arrangement for the Soviet youth to stay in the home of local Cambridge High School students and faculty.

Working with our diverse communities:

A major participant in the Cambridge-El Salvador Sister Project, the Commission helped to develop and distribute curriculum, speakers and materials into public and parochial schools. The Commission supported a city-wide telethon about El Salvador in April enlisting the participation of fire fighters, police, teachers and city departments.

The director of the Commission participated in the spring program to recognize Yom Hashoah, the anniversary of the Holocaust, through developing materials for public schools, sponsoring a city-wide memorial service, and designing and writing a 20 page booklet for the service.

The Commission also supported a local campaign to create some ties between unions, day care centers and schools in Cambridge and the city of Ramallah in the West Bank. The Commission is seeking funding to bring young people from Israel and Ramallah to Cambridge to meet with Cambridge youth.

In October, the Commission co-sponsored a large multicultural event at the Kennedy elementary school with African-American, Chinese and Haitian young people. In December, the Commission sponsored an evening of traditional Irish music with anti-war themes.

The Peace Commission helped to initiate a project to foster awareness and pride about Cambridge's Haitian community through planning a month long series of educational and cultural events which highlight the richness of Haiti. The Commission brought together members of the local Haitian community with other Cambridge residents interested in fostering Haitian awareness to begin Haiti, Yes/Ayiti, Wi. During October, the group designed and offered 6 evening programs which attracted more than 250 people highlighting different aspects of Haitian culture and information. The director wrote 2 successful proposals to fund the work of Haiti, Yes/Ayiti, Wi.

The director has also served as the chair for the education committee of the Cambridge City-wide AIDS Task Force to promote accurate and compassionate education about AIDS and to challenge the bigotry which has characterized anti-AIDS programs.

Working to promote peace-making:

During the spring of 1990, the Commission began a project to redirect Cambridge taxpayer's money away from military spending and toward local needs. In a time when increased military spending is resulting in drastic cuts to the city of Cambridge and to local programs which service our community, the Commission is looking for strategies to return the tax dollars to local needs including the possibility of using our

military from overseas in our neighborhoods and funding human services instead of weapons systems. The Commission is developing an educational brochure to be sent to all residents with information about this issue with the figures.

The Economic Security Committee of the Commission has been working with corporations to seek strategies for economic diversification among businesses with defense controls. The committee updated its report on local defense spending, helped with legislation to provide funds to seek alternative applications for military contractors and met with local contractors to pursue on-going dialogue including with the president of Draper Weapons Laboratory.

The Peace Commission worked with a broad committee through the Bunting Institute to create a 2 day conference on "Women Building Community: Global Visions for Peace" which included a program on mothers and daughters involved in peace-making. A working group of the conference is continuing to meet to develop a "Peace Audit"—a tool for evaluating the peace-oriented priorities of a community or country.

The Commission also worked to create a community event to welcome Nelson and Winnie Mandela in their June visit to Boston.

During the summer, the Peace Commission organized the fifth annual "Work-for-Peace Camp", bringing 13 Eastern and Western Europeans (from Holland, Spain, Italy, West Germany, France, East Germany, Czechoslovakia, Soviet Armenia and Poland) to Cambridge. Living at Pilgrim Congregation Church, they volunteered to join a multi-racial group of 11 CRLS students in renovating housing for Cambridge's low-income communities through Just-A-Start, and hold discussions on issues of racism, East/West differences and strategies for building international harmony. The Europeans interned with local peace and social justice organizations one day a week while the CRLS students created 2 public murals on themes of international cooperation and stopping violence.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low-and-moderate-income tenants, the City chose to regulate rent levels, so that tenants would not be faced with the choice of paying an even larger portion of their income for an apartment or moving out of their community. Rent Control, which has been in effect in Cambridge since March 1970, is currently administered by a five (5) member Rent Control Board and a thirty-three (33) member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases.

During FY90, the Rent Control Board completed the planning and implementation of a citywide general adjustment of rents for rent-controlled units. In this adjustment, the Board continued its ongoing process of implementing new computer

programs to effectuate a more automated, efficient citywide general adjustment. The Board also began preliminary discussions of the inclusion of actual water and sewer costs in general adjustment computations.

An overriding FY90 goal, which will continue in FY91, is improving the public's understanding of rent control regulations and policies which have long been considered difficult and confusing. By simplifying various aspects of rent control, the Rent Control Board hopes to make the rights and responsibilities of both landlords and tenants clearer, and to lessen the frustrations felt by each. As part of that process, the Rent Control Board produced informational sheets for distribution with the 1990 general adjustment describing significant rent control policies and regulations.

During FY90, the Rent Control Board initiated increased communication and closer cooperation with the Inspectional Services Department to resolve cases where owners of controlled properties had received conflicting rulings about the status of their properties. The Rent Control Board also continued to experience an extremely active litigation docket. During this period approximately forty-five (45) new cases were initiated and twenty (20) cases were pending in the Appeals Court or the Supreme Judicial Court. The vast majority of decisions from all court levels upheld the Board's rulings as correct under the law and within the Board's discretionary authority. The implementation of strict time standards for the completion of Superior Court cases (where most cases are filed) meant that nearly every case required the filing of memoranda of law and resulted in a hearing on the merits. The only important reversal was the Supreme Judicial Court's decision in the *Steinbergh* case which struck down section c1/2 of the Removal Permit Ordinance on the ground that the City lacked the authority to enact it. However, after the expenditure of significant administrative resources to monitor compliance with the restrictions on owner-occupancy of condominium units, this was remedied by a legislative change to the Ordinance.

The Board also increased the availability of materials requested most frequently by the public during FY90. Lists of controlled rental units, sorted by either address or landlord name, are available in several different formats, including personal computer disks and computer printouts.

Other major accomplishments during FY90 include:

- The removal permit process was streamlined to encourage landlords to rent to Cambridge Housing Authority tenants.
- A sabbatical leave program was developed to allow owner-occupants to temporarily vacate their units for up to two years (e.g., for educational, medical or personal reasons.)
- A new procedure for reviewing parking rates for parking spaces rented to rent control tenants was established to provide owners with reasonable income from those spaces and to encourage owners to rent to rent control tenants.

Office of Cable Television

Cambridge's Office of Cable Television began in 1982 to provide oversight and direction to the cable development and licensing process. Today, the Cable Office continues to serve the public in the areas of license administration and oversight, consumer information and assistance, and municipal television production.

The Cable Office provides information to residents on cable and other related telecommunications issues and is instrumental in resolving complaints and disputes between the Cable Licensee (Continental Cablevision) and Cambridge residents. The office routinely fields over a thousand calls a year requiring assistance of information on cable service, rates or repairs.

Chanel 37, Municipal Television

Now in its third year of operation, CHANNEL 37 again increased program production and "Air-Time." Programming in FY90 was available at least five days a week for over 25 hours a week.

A shift in playback scheduling moved CHANNEL 37 programming to later in the evening.

In addition to the regular program line-ups of Council Meetings, Hearings and Special Events, the Cable Office was busy producing more hours of new programming, informational public service announcements, and full length shows for City Departments. The production staff in FY90 accommodated a rapidly growing number of increasingly difficult technical productions.

The following is a brief list of Programming Highlights for FY90:

- **MAYOR'S FORUM ON DROP-OUT PREVENTION**

A 2 1/2 hour program that combined live and taped

interviews, discussion, and exploration into the problem of keeping kids in school. The program included a panel of students, advisors, teachers and administrators and call-ins from viewers across the City.

- **CONGRESSIONAL HEARINGS ON HOMELESS VETERANS**

CHANNEL 37 covered U.S. Congressional Sub-Committee Hearings Chaired by Representative Joseph P. Kennedy.

- **CITY BUDGET HEARINGS**

For the first time in City history, the City's annual budget hearings were carried live and complete over CHANNEL 37. The programs included extensive graphics displays produced by the cable staff to aid viewers at home in following more than 25 hours of coverage.

- **SISTER CITY TELETHON**

This 6 hour live telethon was produced in cooperation with Cambridge's San Jose Los Flores Sister City Group to raise funds for medical supplies and assistance to the village. Many Cambridge residents, City and State Officials including Representative Kennedy and Senator Kerry, participated in this event.

- **CRLS MUSICAL VALENTINE**

A special 2 hour St. Valentine's Day Program featuring students and faculty from the CRLS Music Department.

- **SECURITY TRAINING PROGRAM FOR THE CAMBRIDGE HOSPITAL**

The Cable Office is also involved in production of in-house training tapes. This series of tapes produced in conjunction with the Hospital will help in training security personnel.

The Cable Office Production Schedule for FY90 also developed a series of programs for the elderly—Health Care, Physical Fitness and Coverage of a rally to promote a Senior Center in Cambridge. Other major programs included the Annual City Road Race to raise funds for Children's Programs; coverage of the Area Four Crime Task Force Program at Sennott Park; the Annual Memorial Day and Patriot's Day Festivities; and a new series of programs with the Department of Health and Hospitals, the Police, and a monthly forum of discussion and debate entitled "CAMBRIDGE/WORLD ISSUES".

The production facilities for CHANNEL 37 underwent extensive renovation during FY90 allowing the staff to pursue its post-production and programming responsibilities much more efficiently and smoothly while concurrently raising the quality, quantity, and level of Municipal Program Production to rival or surpass any similar facility in the country.



Staff member, Production Assistant, editing videotape for Ch. 37.

Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 91,000 permanent residents and an estimated additional 25,000 student population during the academic year. The Water Department operates as an agency of the city government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The operating budget, debt service and capital improvement projects are financed by the sale of water, in accordance with an increasing block rate structure established annually by the City Council. The rate structure for FY90 has five incremental blocks with the rates set as follows:

	Annual Consumption (Hundred Cu. Ft.)	Water Rate (\$ / C-c.f.)
Block 1	0 - 40	1.00
Block 2	41 - 400	1.07
Block 3	401 - 2,000	1.14
Block 4	2,001 - 10,000	1.22
Block 5	Over 10,000	1.30

The purpose of the increasing block rate structure is to promote water conservation by means of a progressive pricing schedule that raises the cost per unit of water service in the blocks of higher consumption.

In 1989, the average daily water consumption decreased to 13.53 million gallons per day (m.g.d.) which was down 2.82 m.g.d. from the 1988 average of 16.15 m.g.d. Precipitation on the twenty-five square mile watershed drainage area totaled 45.17 inches in 1989; this amount was 2.17 inches more than the average annual precipitation of 43 inches. (Note: The 1989 consumption rate is not considered a representative statistic for water demand forecasting because of the "Emergency Water Restrictions" implemented by the Massachusetts Department of Environmental Protection in the Spring, which were followed by above average precipitation pattern in the Summer and Fall seasons).

Capital Improvement Program

FY90 was the fourth year of the five-year capital improvement program (CIP) initiated by the CWD in 1987 to address the rehabilitation needs of the Water Treatment Plant (WTP) and to replace approximately 5,000 linear feet of water mains each year. CIP construction contracts awarded in FY90 include: (a) Rehabilitation of Rapid Sand Filters—\$532,000; and (b) Water Main Replacement—Franklin St., Brookline St., and Landsdowne St.—\$320,000. Construction contracts completed in FY90 include: (a) Roof Repairs to the Water Treatment Plant and Maintenance Garage—\$262,000; and (b) Water Main Replacement—Bishop Allen Drive, Garden St., Rice St.,

and Hollis St.—\$475,000. In addition to these construction projects, the CWD started final design on the replacement of High Lift Pump & Motor No. 3, which have been in service since 1951.

Payson Park Reservoir Cover Project

The most significant accomplishment of the Water Department in FY90 was the awarding of a \$12,500,000 construction contract for the Payson Park Reservoir Cover Project in Belmont. The City has been ordered by the Department of Environmental Protection to cover its existing finished-water distribution storage reservoir to comply with State water quality laws. The scope of work includes two reinforced concrete roof decks to be constructed inside the existing open-top basins. The new roof surfaces will be covered with gravel and grass turf. The total capacity of the new storage tanks will be 32 million gallons, which equals approximately two days of City-wide water demand. Construction started in November 1989,



Concrete roof being poured.



Steel reinforcing rods being installed on roof.



South Basin Tank under construction.



Basin walls and new gate house under construction.

and the completed North Basin Tank was placed in service in August 1990. The South Basin Tank is scheduled for completion in early 1991. The primary benefit of having the North Basin Tank in use has been a dramatic reduction in the amount of chlorine required for disinfecting the drinking water, which is stored at the Payson Park Reservoir prior to delivery to the water distribution system. The CWD had experienced difficulties in the past with meeting the water quality standards for trihalomethanes which are formed by the reaction of chlorine with naturally occurring organic matter found in the watershed. With an approximate fifty percent (50%) reduction in chlorine demand, the production of trihalomethanes has decreased significantly below the current maximum contaminant level. The secondary benefit of this project has been the elimination of all leakage from the original structure, which was built in 1895.

Another interesting aspect of the Payson Park Reservoir Cover Project has been that the principal participants of project are Cambridge based companies. The construction contractor is Modern Continental Inc., 2277 Massachusetts Avenue; the geotechnical/foundation consultant is Haley & Aldrich Inc., 58 Charles Street; and the water supply consulting engineer is Camp Dresser & McKee Inc., Ten Cambridge Center.

Water Treatment Plant Audit

As part of its on-going compliance activities with the Department of Environmental Protection (DEP) the Water Department conducted an Audit of the Water Treatment Plant to identify improvements necessary to assure compliance with the new drinking water quality standards and to make a preliminary evaluation of upgrading the existing facilities or constructing a new replacement water treatment plant. The Audit recommends the construction of a new replacement facility, which will require extensive planning and review activities by the City and the DEP. It is anticipated that the time required

for water quality treatability studies, conceptual design, state agency review, final design, bidding of construction contracts and the actual construction would take a minimum of seven years.

Watershed Protection

In cooperation with the Massachusetts Water Resources Authority (MWRA), the Water Department developed a watershed protection program for the Hobbs Brook and Stony Brook Reservoirs. The planning document identifies existing and potential land use activities that may pose a threat of contamination of water quality degradation. The protection program outlines measures to insure the long-term quality of the water supplies.

Emergency Water Supply Agreement

The Water Department finalized negotiations with the MWRA for a new agreement to purchase water on a wholesale basis for emergency purposes such as drought, contamination, power failures and scheduled water treatment plant shutdowns for repair work. The new water supply Agreement is in effect from January 1, 1990 through December 31, 1994.

Water Quality Regulations and Information

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulations: (310 C.M.R. 22.00)" which requires sampling and testing of water provided to the public for physical, chemical, biological and radiological contaminants. The testing frequencies and maximum contaminants monitored vary according to guidelines established by the DEP. A comparative synopsis of the DEP sampling and testing requirements, along with a summary of the quantitative analyses of Cambridge tap water is available at the Water Department Laboratory, 250 Fresh Pond Parkway.

Library

The Mission of the Cambridge Public Library

The Mission of the Cambridge Public Library is simple and clear-cut. It provides to all Cantabrigians free, open, and equal access to all thought, ideas, and information from the beginning of time to the present. It is the essence of a free society and the fabric of human enlightenment. Derrick Bell, Professor of Law at Harvard University, eloquently speaks of the true principles upon which this great institution serves the citizens of Cambridge.

Derrick Bell

Remarks made at the publication celebration of *A Commemorative History of the Cambridge Public Library*, November 8, 1989:

The public library may be the closest institutional analogy we have to the Medieval monastery. Both are edifices dedicated to giving rather than getting and to providing service rather than piling up profits. They are repositories of intelligence, reminders of our potential, and sanctuaries for our ideals. The modern public library, like its monastic counterpart in the Middle Ages, is an oasis of peace and stability in a chaotic, dangerous world. It is an invaluable refuge staffed by persons whose dedication is rewarded by the expectation that they sacrifice willingly the income and emoluments for which the rest of us strive fulltime.

Like any religious order worthy of the name, the public library has an outreach function. It promotes learning and proselytizes humanity by reminding us of the best in ourselves. Because the Cambridge Public Library is our local exemplar of this world-wide phenomenon, this night offers our community a most welcome occasion to thank all those associated with this now century-old institution. I am reminded of its contribution to both our well-being and our ever-so-fragile sense of community whenever I pass its on-your-honor book shelves in the Porter Square subway terminal. There, books placed by the Cambridge Library, are borrowed and returned, borrowed and returned, in a cycle that functions without guards or computers. Those book shelves are more than a convenience for commuters. They are a contemporary miracle made possible by a public institution and those who staff and support it who offer us a rare gift: the opportunity to be better than we usually are.

Major Achievements

Alma Boudreau Observatory Hill Branch Library: On September 27, 1990, the Library celebrated the opening of the new Observatory Hill Branch, located at the corner of Concord and Donnell Streets. Renamed and dedicated in honor of Library Trustee Alma M. Boudreau, the branch offers an up-to-date browsing collection for the neighborhood and a bright and



City officials help Board of Library Trustees Chairperson Alma M. Boudreau cut the ribbon at the dedication ceremony for the new Alma Boudreau Observatory Hill Branch Library September 27, 1989.

welcoming interior enhanced by artists' and craftsmen's designs of the circulation desk and the children's area.

Children's Room (Main Library) and Collins/Mount Auburn Branch Library: Each of these active sites was remodeled and refurnished with new shelving, furniture and accessories. The renovations created additional space for books and included designs for computerized public access catalogues. The Children's Room was brightened with new floor coverings, including a rug imprinted with the alphabet and games; a separate area was designed for use by young adults.

Centennial Celebration of the Van Brunt and Howe Main Library Building: Throughout the year special events celebrated the 100th Anniversary of the Main Library and 131 years of free public library service in the City of Cambridge. On November 8, 1989, a gala tribute to the staff and users of the Library was held on the occasion of the publication of *A Commemorative History of the Cambridge Public Library* by Edward G. Doyle.

Metro Boston Library Network: The way is paved as telephone circuits and computer terminals now link all locations, and over 300,000 items support the network database. The signal is green for Library patrons to travel and explore the endless electronic highway of information to be found at the Main Library and all its locations.

A Treasury of Reading

In this, the first year of the last decade of the twentieth century, books remain the single most important reason for the existence of public libraries. The citizenry of Cambridge are offered culture, education and enlightenment through the free access to over 490,000 volumes of the world's greatest fiction and non-fiction literature.

In an age of inequity in the delivery of goods and services, a free, tax-supported public library is more than ever one

of the people's best bargains. This year's circulation of 727,306 is the highest since the Depression, when 731,936 volumes were circulated in 1932. A per capita figure of eight books dramatically symbolizes the fact that Cambridge is reading.

During the fiscal year, this rich treasury of reading was enhanced through the support of informational and recreational programs attended by 74,000 individuals. Throughout the year book lovers were given the opportunity to hear adult and children's authors read from their works. NIGHT OF A THOUSAND STARS, in celebration of National Library Week, is an outstanding example of the immediacy and relevancy of reading aloud to both children and adults. Along with readings by several children's authors, Morning Pro Musica host Robert J. Lurtsema recited his own poetry, and Mayor Alice K. Wolf presented a reading of the classic *Good Night Moon*.

Commitment to Diversity

Special collections and programs reflect the Library's commitment to ethnic populations and to current issues of concern to Cantabrigians.

Special Collections: In addition to established collections on Peace and on Armenian USSR, the Library recently added a collection of materials on Recycling located in the Reference Department in the Main Library.

Ethnic Collection: Books, recordings, newspapers and magazines are selected for language and content for every major ethnic group in Cambridge. Materials in languages from Arabic to Vietnamese are available, with extensive holdings of interest to the African, Portuguese, Spanish and Haitian communities.

Programs: Throughout the year, the Library sponsored dozens of programs reflecting the cultures and languages of Cambridge's minority populations. Italian films at the East Cambridge Branch, Haitian programs at the North and Central Square Branch Libraries, programs about Portugal, Cape Verde, and the Azores at the Manuel Rogers, Sr. Center for Portuguese Culture and Studies (Valente/Field Branch), represent only a few of the distinctive events offered.

WINTER LIGHTS OF PEACE for children and the annual PEACE TREE CELEBRATION were held at the Main Library. Minority poets read from their works at several Library sites through a grant from the Cambridge Arts Council in support of the anthology CITY RIVER OF VOICES. The 18th annual Black Heritage program, co-sponsored by the Cambridge Black Cultural and Historical Association, addressed the topic of the African American Physician. A tribute to Martin Luther King, Jr. was presented by University of Massachusetts Professor Chris Nteta, a native of South Africa, at the 16th Annual Commemoration at the Central Square Branch.

Dedication to Literacy

Promoting books and reading to segments of the population that may have limited or virtually no access to library materials because of educational disadvantages or physical disabilities continues to be one of the Library's chief concerns.

Literacy Center: Every Tuesday and Thursday from 6:30 to 8:30 P.M., the Literacy Center at the Central Square Branch provides basic instruction in reading and writing for 12 to 18 adult new readers and those who want to improve basic skills.

Homework Centers: Volunteers and staff members provide homework assistance to Cambridge school children at the Main Library, and the Central Square, Collins/Mount Auburn, and Valente/Field Branches.

Paperback Bookdrops: Promoting the importance of reading in the lives of all Cantabrigians, free paperback collections are housed at homeless shelters (St. Paul's AME Church, YWCA, Salvation Army), the Division of Employment Security, and the East Cambridge Jail. The tremendous popularity of these collections is sustained entirely through donations.

Services for the Disabled: Over 40 shut-ins and 21 nursing homes receive personalized book selection and door-step delivery from the Library. Shut-in individuals read an average of 75 books during FY89/90! Audio tapes have become increasingly popular with patrons in all categories, and have been especially important to those with sight loss.

Nurturing Children and Youth

The Library's efforts to reach the children and youth of Cambridge have resulted in a comprehensive plan aimed at every age group, at parents, and at family units. Scores of pro-



Dressed for Halloween, children enjoyed spooky storyhours and special activities at this year's program at the Main Library.

grams and services are implemented through joint sponsorship with other Cambridge agencies and institutions.

Programs for All: Programs for pre-school children include storyhours, films and toddler sing and playtime. Elementary age children also participate in storyhours as well as special events such as the SCIENTIFIC DETECTIVE CLUB, MUSIC FOR EVERYONE, and LIBRARY LEGENDS — a club for upper elementary students who share books, write reviews and publish their own newsletter. A new Young Adult area was created in the Children's Room at the Main Library; activities for this age group included a CHESS CLUB and a BABYSITTER'S WORKSHOP.

Outreach: All third grade students in the Cambridge Public Schools are registered for library cards. Visits by school classes, by daycare groups and by summer camp groups are an integral part of outreach efforts by all of the libraries. During the summer, the Central Square Branch alone offers up to 14 programs a week for residents and summer day camps.

Parent/Family Programs: The Main Library and several branches maintain collections of materials of general interest to parents — books on child development, on selecting age-appropriate reading, and on special needs children are included. Resources for parents involved with home-schooling were highlighted at two programs. Families were able to participate in events such as the Little Orchestra of Cambridge concert, a jazz picnic, and visits to the Sackler Museum at the Longfellow House. A series on POSITIVE PARENTING, for those families in need of information about the world of the adolescent, was held at the Collins/Mount Auburn Branch.

Reservoir of Memory

The Cambridge Room at the Main Library is a permanent record of the life of Cambridge. Used by authors, students, and scholars, this valuable resource preserves artifacts, photographs, City bulletins and statistics, and books and pamphlets on the history and culture of the City. Annual Reports of the City date from 1846 and City Directories from the 1850's; Tax Assessment Records cover the period 1794-1900. Complete files of the *Cambridge Chronicle* and the *Cambridge Tab* and major holdings of the *Cambridge Tribune*, the *Cambridge Press*, and the *Cambridge Sentinel* on microform are indispensable tools for the researcher and are often used to help patrons and scholars with genealogical investigations.

Linking the Community

The Main Library and the Branch Libraries form a network of materials and activities that ensures adequate access to books and information to citizens in every corner of the City. An expert, diverse staff, with backgrounds in many fields of knowledge, forms the chief link in this communications network. Literature, history, education, sociology, nursing, natural science, and fine arts are some of the areas of exper-

tise represented by staff members. Several foreign languages are written or spoken by staff members including French, Greek, Italian, Laotian, Polish, Portuguese, Russian and Thai.

Tax assistance, voter registration, recycling information are available at most of the sites of the Library. System-wide programs such as the summer reading club, ON YOUR MARK, GET SET, GO, offer cooperative activities throughout the City. The Library sponsors events with many other City departments, and often contributes reading lists for city-wide programs such as the Mayor's DAYS OF REMEMBRANCE OF THE HOLOCAUST and the RIVER FESTIVAL. Booktalks at churches, hospitals, and senior centers are enthusiastically provided by staff members as the weekly adult exercise group.

The Cambridge Public Library is an institution that bridges gaps and eliminates boundaries. Responding to the information needs and requests of *all* Cantabrigians, regardless of race, religion or creed, age, sex or ability, is taken for granted by the citizens of Cambridge. The Cambridge Public Library remains the bargain hunters' bookstore and the people's university.

Service Statistics Summary Fiscal Year 1989-1990

CIRCULATION:

System Total	727,306
Adult	509,440
Children	217,856
Fiction	346,410
Non-Fiction	243,209
Periodicals	20,012
Video Cassettes	18,251
Records	20,272
Audio Cassettes	27,170
Compact Discs	17,441

RESERVES FILLED:

System Total	16,508
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REGISTERED BORROWERS:*

System Total	29,012
Adult	22,688
Children (Age 5-14)	4,639
College Students	1,183

*Re-registration of borrowers is in process to meet requirements of the new computer system.

PROGRAMMING:

System Total:	
Programs	2,966
Audience	74,597
Adult:	
Programs	660
Audience	17,603

Childrens:	
Programs	2,043
Audience	48,796
Community Film Loans:	
Programs	263
Audience	8,198

BOOKS ADDED TO COLLECTION:

System Total	24,223
By Purchase	22,410
By Gift	1,813

Health and Hospitals

The Department of Health and Hospitals is committed to protecting and improving the health of Cambridge residents. Policy direction is provided by the Commissioner working in conjunction with the Health Policy Board.

This year the Department has put a great deal of effort into continuing and improving existing initiatives, as well as implementing new efforts. Considerable effort was spent addressing environmental health concerns.

- The Cambridge Ordinance on the Protection of the Stratospheric Ozone Layer was approved by the City Council in May 1990. Certain manufactured substances (CFCs), when released into the atmosphere, result in the depletion of stratospheric ozone which acts as a shield and an absorber of ultraviolet radiation. Increased in U-V radiation are known to cause increased in skin cancer and cataracts, suppression of the human immune system, and damage to crops and ocean life. The ordinance should decrease emissions of ozone-depleting substances into the atmosphere, and thereby help to protect the public health and the environment. The Commissioner's office is working to inform individuals doing business in Cambridge about the ordinance and to develop strategies for enforcing the ordinance.
- The office was involved with other city officials in investigating concerns about the air quality at the Cambridge High School. Findings revealed that the problems were mainly caused by poor air circulation. Classroom air ducts are being fixed in order to improve air circulation.
- Further time has been spent developing a proposal for a permanent regional household hazardous waste collection site.
- The Cambridge Biohazards Committee and the Commissioner's office helped to sponsor a well attended training and informational seminar for Institutional Biosafety Committee community representatives.
- The Office continued participation in the activities of the Local Emergency Planning Committee, which works to prevent and to prepare responses to accidents involving hazardous materials.

The Office has expanded its computer information system by:

- Developing a computerized patient medical record database for people seen through the Tuberculosis clinic, for improved record keeping and statistical analysis.
- Updating the database to obtain elementary school health statistics.

The Commissioner and the Governing Board of the Cambridge Hospital, one of the subcommittees of the Health Policy Board, was actively involved this year in preparing for the JCAHO review of the Cambridge Hospital.

The Neville Manor Committee of the Health Policy Board developed and passed its own set of by-laws.

The Commissioner's office was a major participant, along with members of the AIDS Task Force, in discussions with the School Committee which led to the acceptance of a policy allowing for the distribution of condoms through the Teen Health Center, in the context of disease prevention and health promotion and with counseling about abstinence and responsible decision making. The Department believes that abstinence is the best method to prevent the transmission of AIDS but that if people are going to engage in sexual intercourse they should protect themselves by using condoms.

Public Health

During FY89, the Department of Public Health nursing continued and expanded existing programs which include:

- 156 TB clinics which accommodated 2464 patient visits for the detection and treatment of tuberculosis cases, as well as preventive therapy and education to exposed and high risk individuals.
- Increased TB surveillance and outreach to the homeless population through weekly shelter-based clinics.
- Conducted 30 free clinics and distributed 3900 doses of vaccine in the community.
- Investigated 303 reported cases of communicable diseases. Followed up with outreach and education of individual cases and coordinated surveillance and investigation efforts with the State Department of Public Health.
- Conducted 1291 vision and hearing tests in Cambridge schools and referred 153 students for further diagnostic work-up.

- Provided 30 post-natal home-based visits to high risk mothers and infants through hospital and community physician referrals.
- Provided outreach to homebound elders by referral; periodic blood pressure screenings, participation in health promotion programs and the vial of life program in cooperation with the Council on Aging; and participated in community AIDS education efforts in conjunction with the AIDS Task Force.

Future planning for the Department includes expanded TB surveillance through increased outreach to foreign born residents and other high risk groups; and the development of prenatal homebased assessments through nurse-midwife and obstetric referral.

Community Health

During FY90, the Cambridge AIDS Task Force, coordinated by the Community Health Coordinator, made significant progress towards their goal of developing a comprehensive, city-wide approach to the AIDS epidemic. A non-profit corporation, Cambridge Cares About AIDS, Inc., was created to expand the program and fundraising capabilities of the Task Force. Funding from the Centers for Disease Control, AIDS ACTION Committee, Cambridge Foundation, Bushrod Foundation and other local benefits contributed to the growing number of Task Force sponsored projects and programs.

The Multidisciplinary AIDS Program (MAP) at the Cambridge Hospital, which was developed and funded through a collaborative effort of the Task Force and hospital personnel, provided services to approximately 100 people with AIDS/HIV infection. The MAP coordinates and provides care for all Cambridge residents living with AIDS/HIV infection. It insures that the most up-to-date care is delivered in a comprehensive manner by staff from the department of medicine, psychiatry, nursing and social services.

A full time Client Advocate was hired with monies from the AIDS ACTION Committee to work with all Cambridge residents living with AIDS/HIV infection. Along with carrying a case-load of over 60 clients, the Client Advocate developed a number of support systems and programs. These include a Portuguese-speaking support group, a support group for IV drug users, and a special three session group for people who have received confirmation of their HIV status. Since many of the Client Advocate's clients are homeless, an agreement has been arranged with the Cambridge YMCA to provide transitional housing for people with AIDS/HIV infection.

The Task Force provided an impressive array of education and outreach efforts for Cambridge. Through funding from the Centers for Disease Control, five full time staff were hired to provide outreach and AIDS/HIV education to the African-American, Haitian and Portuguese-speaking communities. The project, known as the Coordinated Multicultural HIV Prevention Project, reached over 700 individuals in its first six months of operation. Over 70 HIV educational sessions were

provided to community groups ranging in size from 5 people to 50.

Other Task Force sponsored educational activities included AIDS Awareness Week at Cambridge Rindge and Latin for the entire student body, support for the second year of the AIDS Peer Leadership Program at the high school and a series of system-wide trainings for over 80% of all Cambridge School Department teachers, principals and janitors. Members of the AIDS Task Force provided AIDS education and outreach at a number of Community activities, including at the Cambridge Riverfest. The Community Health Coordinator continued to provide AIDS education sessions for Day Care Programs, Church Groups, Parent Groups, including Parent Teacher Associations and Community Service Agencies.

School Health

The nurse practitioners, nurses and health aides provide immunization, first aid, episodic care and health screening to Cambridge School children. During the 1989-1990 school year, there were over 18,000 encounter visits tabulated from the thirteen (13) elementary schools. This represented an increase of 21% in the number of students assisted by staff.

School Health staff were responsible for 7600 children registered in K through 12th Grade. Hearing and vision screening was given to 3800 children with another 2000 children receiving postural screening.

In addition, school health staff work with the School Department, Neighborhood Health Centers, and Community agencies to integrate care. The nurses actively participate in the student support teams assisting with health teaching and counseling.

Environmental Health

Environmental Health staff, under the direction of the Commissioner, provide logistical and/or operational support for the Cambridge Biohazards Committee, the annual Household Hazardous Waste Collection Days, and radon testing of municipal buildings. Staff also participate in the activities of the Local Emergency Planning Committee under the Federal Superfund Amendments and Reauthorization Act (SARA).

Staff also assists the Commissioner in assessment of environmental impact reports as required, with the functions of the Interagency Department Heads Committee on Hazardous Materials, and with implementation of the Massachusetts Right to Know Law.

Tuberculosis Program

The Department of Health and Hospitals Tuberculosis Control Program works together with the State Department of Public Health to manage tuberculosis patients in the City of Cambridge and Surrounding communities. The TB case rate for 1989 was 28.1 cases per 100,000. This is the highest case rate in the past 5 years for Cambridge, the average for the past 5 years having been 17.6. This rate is well above the 7.2 Massa-

chusetts 5 year average and exceeds the 24.8 Boston average. The case rate in Cambridge has been highly variable because of relatively small numbers compared to Boston. This case rate represents 25 new cases in 1989, and corresponds to approximately 250 to 500 new infections in the City, most of which will not develop into active tuberculosis.

The TB Control Program includes, most importantly, assuring the complete therapy of active new cases of TB. Because of patient non-compliance, twice-weekly directly observed therapy and close supervision by public health nurses and outreach workers is increasingly important. Another priority in case finding among contacts of active cases, especially children, and selected screening of high risk groups. Those found to be infected without disease are offered and followed through a course of preventative therapy. The current high risk groups in Cambridge include, most importantly, the foreign born, patients with HIV infection, homeless, and other socially and economically disadvantaged persons. A recent survey of patients being treated for TB infection without disease has indicated almost no HIV infection among this largely foreign born population in Cambridge and nearby communities. This indicates that we need not change our approach to patients routinely seen in the Tuberculosis Clinic although selective screening for HIV is always indicated where risk factors exist.

As the AIDS epidemic continues, the TB Control Program anticipates continued increases in cases despite all control efforts. Increased attention to high risk groups, including the homeless and the foreign born, in Cambridge will be necessary in the years ahead.

Neville Manor

Located adjacent to Fresh Pond, this long term care facility is considered the largest of only eight municipal nursing homes currently operating in Massachusetts. Due to reputation and the overgrowing demand for nursing home beds, Neville Manor



Neville Manor resident Hugh McGuirk and volunteer Mary McDermott alongside the newly acquired wheelchair van.

has become one of the most popular providers throughout the Commonwealth. With accommodations of 180, this facility consistently operates at full capacity at all times.

Basically, the primary responsibility of this facility is to provide high quality long term care for those in need of such services. Here at Neville Manor, our professional staff will deliver these services, both directly and indirectly, on a seven-day-week, twenty-four hour basis.

FY90 was a very fulfilling year, accomplishing various goals set forth in the later part of FY89. Some of these include additional morning activities, pet visitations, intergenerational visits, Alzheimers' Groups, current events, staff education, and fiscal acquisitions including kitchen equipment and therapeutic utensils. There are two additional achievements which were very special to everyone. The first and most proudly, was the purchase of a new wheelchair van. This acquisition, made possible by the efforts of the residents and staff, accommodates five wheelchairs and enables them to increase their participation during off-premise "field trips." fundraising efforts began in May of 1988 and were completed in June of 1990.

Recently, a group of residents, family members, friends, and staff got together to form a group called "Friends of Neville Manor." This organization meets on a monthly schedule to discuss various aesthetic matters concerning the well-being of our residents. Officers are elected annually.

The continual support from everyone involved here at Neville Manor, and also from the local communities, plays a major role in determining the success and enhancement of nursing home care.

The Cambridge Hospital

The Cambridge Hospital, affiliated with Harvard Medical School, and under the auspices of the City of Cambridge Department of Health and Hospitals, provides a wide range of high quality, integrated health care services for residents of



Dr. Hugh Beebe, chief of Surgery (right), and surgeon Dr. John McAuliffe discuss a patient case in the new vascular lab area of the hospital.

the Community. Its 169-bed inpatient complement includes medical/surgical, intensive care, maternity, pediatrics, alcohol detoxification, psychiatry, and child psychiatry units. Six neighborhood health centers: Cambridgeport, East Cambridge, North Cambridge, Riverside, the Teen Health Center and Windsor Street, provide access to primary care services at locations throughout the City. Other services of The Cambridge Hospital system include 24-hour medical and psychiatric emergency departments, adult and pediatric primary care practices, outpatient specialty services, and programs geared to the special needs of women and children, the elderly, mentally ill, cultural and linguistic minorities, and people at high risk of health problems.

The Cambridge Hospital has the needs and interests of the Community in the forefront in its operation and planning of new services. Much of the efforts of FY90 were placed on preparation for the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accreditation survey which took place in July 1990. The survey occurs every three years, and thoroughly evaluates all aspects of the hospital's operations, including nursing and medical care, quality assurance, governance, and physical plant safety, using nationally approved standards of care. The Hospital is also nearing completion of a major plant upgrade, which brings outmoded HVAC systems well into the 1990s. Other plans are being formulated for new facilities improvements and expansion to accommodate growth in programs and services. In the past year, administrative efforts have focused on making the hospital more accessible by, and hospitable to patients, including quick registration for outpatient services, community outreach events, additional contractual arrangements with health maintenance organizations, and increased parking capacity.

The proof of our success comes in the growth in volume we have experienced over the last five years: from FY87 to FY91 (projected), our inpatient case mix adjusted discharges (the number of discharges adjusted for severity of illness) will show an increase of 29.0 percent; patient days, and increase of 19.8 percent; outpatient service visits, an increase of 39.8 percent; and neighborhood health center visits, an increase of 70.5 percent.

Accordingly, the hospital has experienced an increase in revenues as well.

Some of the services which contributed to the significant growth in our service volumes in the past year are highlighted below:

Surgery: After an extensive search, a new chairman of the department of surgery was appointed at the beginning of FY90. His focus in the past year has been primarily upon two goals: developing relationships with Harvard Medical School to restore full participation as a teaching department, and expanding patient care activities to enhance clinical volume. As a result, a Cambridge Hospital teaching service, staffed by surgical residents rotating from the New England Deaconess-Harvard Program in surgery, was created and is in the process of being reviewed by the national residency review committee in surgery.

Surgical volumes increased over the past year, with general surgery case mix adjusted discharges up 10.6 percent while actual number of general surgery discharges increased by 9.8 percent. Ambulatory care volume increases were greater, with increases of 88 percent in plastic surgery ambulatory care activity, 34 percent in urology clinic visits, and 16 percent for general surgery and ophthalmology clinics. A new vascular surgery clinic was recently established, and a new vascular laboratory will open in 1991. A breast cancer screening clinic (conducted by female physician assistants) and an evening general surgery clinic is being planned for the upcoming year.

Ob/Gyn and Nurse Midwifery: Ob/Gyn and Nurse Midwifery services continue to expand, with additional providers and new services. In fiscal year 1990, the department expanded its base of community based Ob/Gyn health services from The Cambridge Hospital and its network of neighborhood health centers to include the Chelsea and Revere Health Centers. The nurse midwifery service, which has grown to include six staff nurse midwives, offers new child-birth choices for area women. The expansion of prenatal service sites and providers has resulted in growth in deliveries of 36.0 percent from FY87 to FY90, with the number of deliveries projected to exceed 1000 in FY91. The department also runs a busy coloscopy clinic in the TCH outpatient department, which saw over 500 visits in its first year.



Carla Almeida (left) receives some instruction from Laurie Friedman, CNM, director of Nurse Midwifery Service, about Almeida's newborn daughter.

Child Assessment Unit: The Hospital's new child assessment unit, a 12-bed inpatient child psychiatry unit devoted to the assessment, stabilization, and referral to ongoing therapeutic facilities of seriously disturbed children ages 7-12 years, admitted its first patient in December 1989. The unit is one of eleven dedicated child psychiatry units in the Commonwealth, and serves as a model for the development of new community-based inpatient child psychiatry evaluation methodologies.

Children admitted to the child assessment unit will exhibit signs of depression, self-destructive, aggressive, impulsive, or psychotic behavior, severely limited social and copying skills, learning disabilities, and physical or sexual abuse.

As a short-term protective evaluation unit, the expected length of stay is two to eight weeks. The hospitalization focuses on assessment of the strengths and weaknesses of the child and family therapeutic stabilization, and planning for continued treatment in a less restrictive setting. The program consists of individual, family, milieu, group, occupational, and recreational assessment and therapies. An educational component assesses the child's functioning in a school setting. The Child Assessment Unit relies on a multidisciplinary approach, with the clinical team consisting of a child psychiatrist, nurse, social worker, neuropsychologist, and occupational therapist. As the Hospital's newest inpatient unit, it is an important part of the strategic vision; rather than downsizing like many other hospitals in the Commonwealth, TCH is shifting its complement of services to areas where there is great demand.

Multidisciplinary AIDS Program: The Zinberg Clinic, devoted to the care of those with or at risk for HIV infection was started in the Hospital's outpatient department in 1989. Clients at the Zinberg Clinic range from patients newly identified with HIV infection to persons with AIDS who are quite seriously ill. The clinic sees patients in both a primary care manner, for those not connected to a health care provider, and in consultation with other providers in the hospital system. Since the clinic's inception less than a year ago, it has grown to serve over 70 patients.

The Zinberg Clinic is part of a comprehensive multidisciplinary AIDS program (MAP) which provides nursing assessment and follow-up, psychosocial assessment, case management, mental health services, substance abuse counseling and referral, aerosolized pentamidine, clinical trial referrals, and preventive services and education. MAP team members are also available to consult with staff caring for HIV infected patients.

North Cambridge Health Center: The new North Cambridge Health Center, located at 266 Rindge Avenue, opened in July 1990. A project of the Cambridge Housing Authority, with funds from the Executive Office of Communities and Development, North Cambridge Stabilization Committee, and Cambridge Community Development Department, the new center has twice the space capacity of the previous temporary site. Staffed by nurse practitioners, physicians, nurse midwives, social workers and mental health professionals, services at the health center include the following: medicine, pediatrics, obstetrics and gynecology, nurse midwifery and mental health services.

The North Cambridge Health Center is one of the six neighborhood health centers licensed and operated by The Cambridge Hospital. despite limited space in the former facility, the number of outpatient visits grew from 5278 in FY89 to 6010 in FY90, an increase of nearly 14 percent. Visits at all six health centers exceeded 37,000 in FY90, and are expected to increase in the upcoming year. Plans are underway for a new facility for the Riverside Health Center.



Dr. Michelle Holmes checks the blood pressure of a patient at the recently opened North Cambridge Health Center.

House Calls: House Calls is a new medical service which provides medical and nursing care to homebound older people using an interdisciplinary approach. The program components include medical evaluations at home by physicians from TCH, nursing visits from the Cambridge Visiting Nurses Association (VNA), and coordinated home care services by Somerville Cambridge Elder Services. A Cambridge VNA nurse manages telephone referrals, triage patients, schedules the physician home visits, coordinates weekly team meetings and is involved in the overall health care plan for all the House Calls patients. Medical home visits are provided by physicians from TCH Department of Medicine, and can be provided in Portuguese, Spanish, French and Haitian-Creole in addition to English. The first House Calls patient was seen in July 1989. The program finished its first year with a caseload of over 70 homebound patients.

In FY90 the Hospital not only experienced significant growth in the provision of direct patient care services, but in keeping with its mission, the Hospital reached beyond its "four walls" to establish a number of programs aimed towards keeping people healthy, towards teaching preventive measures, and towards improving the health status of the community.

Stay Well Series: The Cambridge Hospital sponsored, in concert with the Cambridge Council on Aging, a series of health tasks for elderly residents of the Cambridge community. These talks were conducted at various sites where elderly congregate throughout the City. The speakers included health professionals (physicians, nurses, nutritionists, podiatrists) with expertise on the following topics: osteoporosis, diabetes, foot health, glaucoma and eye health, and nutrition/cholesterol. The talks were followed by free screenings.

Health of the City: The Cambridge Hospital will be a principal participant in the development of a broad-based "Health of the City" consortium in which the academic institutions become partners with the City and its public health institutions in improving the health of its citizens. The consortium will bring together the appropriate clinical and public health faculty from Harvard University, political and community leaders, public health officials, and representatives of business to develop and implement a program to achieve the "Year 2000 Health Objectives for the Nation" in the City of Cambridge via the mechanism of a Community Oriented Primary Care Model.

Future projects might include the following: City-wide surveillance systems to identify preventable morbidity and mortality and to monitor progress towards the Year 2000 Health Objectives; community health intervention and/or education projects to assure 100% hypertension screening coverage, encourage hygienic practices for the prevention of AIDS, participate in smoking prevention programs for children and adolescents, or neighborhood program for preventing falls in the elderly.

Given our progress, our goals and expectations are that FY91 will be an excellent year for The Cambridge Hospital as we aim for increased accessibility to a continuum of health services, improvement of health status of our community, and further development of our integrated health care system.

Human Services

The Department of Human Services, formed in 1980 to create and coordinate services to enhance the quality of life for Cambridge residents, broadened its outreach to the Community in FY90 in response to an increased demand for services as a result of devastating cuts in state-funded programs. While the Department also experienced fiscal constraints directly related to the State's fiscal crisis, new and innovative methods were implemented in the areas of teenage substance abuse and violence intervention and prevention; assistance to families, the elderly and adults in their search for permanent affordable housing; child care for school age children; adolescents in crisis; and support to neighborhood groups to address local human service concerns. With guidance and support from the nine-member Human Services Commission, collaborative efforts with private businesses and area agencies resulted in a press conference to emphasize the human service impact of State cuts. The Department also

participated in the City Year project which provided volunteer services for one day to a number of elderly, child care and Community School programs. Ongoing are plans for an Area IV Youth Center; participation in the Area IV Crime Task Force; initiation of a needs assessment for a city-wide Senior Center; and the completion of major renovations to the Willis Moore Youth Center (formerly Hoyt Shelter).

Recreation

The Recreation Division maintains responsibility for the development, implementation and supervision of year-round city-wide and neighborhood level recreation programs and facilities. In FY90, the Recreation Division participated in the planning, development and supervision of major capital improvements to the Willis D. Moore Youth Center, Cambridge Common and Cambridgeport playgrounds; basketball court renovations at Donnelly Field, Riverside Press Park, Tobn School and Longfellow School; park fence restorations; and the Gore Street Playground. The Division continues to play a major role in the planning and construction of the 50-acre Danehy Park and the planning of the new youth center to be built in Area IV. In conjunction with other divisions within the Department, and working closely with Community and Youth, the Recreation Division was responsible for the Fourth Annual City of Cambridge Road Race. This year's race attracted over 400 participants with over \$6,000 in proceeds going to the City's Youth Programs. The Recreation Division is also working closely with the City Manager's office, Department of Public Works and the Community Development Department in updating and refining the Open Space Inventory of all recreational sites for which the City is responsible.

The Division's Summer Playground Program provided activities and staff at various city playgrounds and tot lots. Special events included the annual Fourth of July activities; joint



Cambridge Special Olympics State Championship basketball team. Selected to represent the Commonwealth of Mass. in the International Special Olympics Games.

sponsorship with the Community and Youth Division of the Fifth Annual Youth Games which attracted 400 participants from Cambridge agencies, camps and playground sites; and implementation and supervision of the Sixth Annual Intercity Baseball Tournament with the Somerville Recreation Department. In addition, the staff was responsible for the annual Neville Manor Picnic for senior citizens from throughout the City.

The War Memorial Facility offers a variety of swimming programs and recreational activities for Cambridge children and adults. During FY90, the facility continued to experience increased participation in children and adult swimming classes ranging from such activities as water babies, toddler, preschool and elementary age lessons to beginner, advanced beginner and synchronized swimming for adults. In addition, both the War Memorial Pool and the Gold Star Pool continue to be the main provider of swimming instruction for Cambridge agencies and camps. The War Memorial Facility is also the main site for providing such recreational programs as gymnastics, low-skilled movement and tennis for children, and tennis, aerobic exercise, and aqua aerobics for adults. Drop-in activities are also offered in soccer, basketball, volleyball and jogging.

This past year, over 2,450 individuals participated in the Division's 90 team summer softball leagues and the 40 team winter and summer basketball leagues. The Recreation Division also instituted a fee policy for athletic field permits to offset increasing maintenance costs.

The Special Needs Program offers year round recreational opportunities for participants ranging in age from pre-school to young adult. During the past year, the Recreation Division's Special Olympics Basketball Team won the Massachusetts Special Olympics State Championship and was selected to represent the State in the International Games to be held in Minneapolis next summer. In addition to the basketball team, two Cambridge participants were also selected for weightlifting and swimming events.

The Recreational Division also manages and maintains the Thomas P. O'Neil, Jr. Golf Course at Fresh Pond. The nine-hole course is in operation from early April through early December and is fully supported by greens fees and membership registration.

Community and Youth

The Division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social and cultural enrichment services for all age groups. This division assists neighborhoods in developing high-quality and cost-effective programs and to the extent possible, attempts to make programs and services self-supporting. This past year saw the creation of an Area IV Crime Task Force comprised of service providers, residents, municipal departments, and the private sector to address drug related activities of the Area IV neighborhood.

Neighborhood Coordinators work with their respective councils to solicit local involvement in the assessment of community needs and to develop programs and services which



Cambridge performance Project theatre class at Fitzgerald Community School.

address these needs. The efforts of the Neighborhood Coordinators are complemented by programs and services offered to pre-teens and teens at neighborhood facilities managed by Youth Specialists.

Working with the Neighborhood Councils, the staff of the Community Schools Program worked to develop programs and services which reflect the interest and needs of individual neighborhoods. The range of programs offered include: after-school children's activities; adult education and enrichment courses; cultural and social events for families and for the elderly; advocacy and referral services; holiday events; and vacation programming. This past year, summer camps were offered for children which included the city-wide "Super Camp" and individual neighborhood camps.

This year the Community Schools Programs provided service to 5,495 children, 2,440 adults and 3,882 seniors. In addition, programs attracted over 7,470 participants to such special events as neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, Black History Month Celebration, a City-wide Holocaust Memorial Week, a youth expression theater performance



Rehearsal for "Miss Baldwin of Agassiz" performed at the rededication of Baldwin Hall.

reaching 100 teens and preteens, and neighborhood arts festivals. A new initiative, the Nursing Home Intergenerational Project, successfully fostered positive relationships between community elders, nursing home elders and youth through a series of trips, activities and special events. For adults, English as a Second Language (ESL) courses were offered in collaboration with the Community Learning Center.

The Cambridge Performance Project, Inc. entered its fifth year and added a new percussion music class at King and a playwriting class at Tobin for preteens, and a special dance class for senior citizens in preparation for further intergenerational work next year. The project now offers 13 classes in 7 schools and serves 200 children. It continues to receive outside funding from the Massachusetts Cultural Council and local corporations and foundations.

The City's Youth Programs operated out of 6 Youth Centers at Cambridgeport, East Cambridge, Gately, Willis Moore, Longfellow and West Cambridge, and 6 drop-in programs at Agasiz, Harrington, Kennedy, Tobin, Roberts/Maynard and Fletcher. This network of neighborhood teen sites provide youth with a variety of programs and services geared to enhance the quality of life of Cambridge youth.

This year emphasis was placed on the development and implementation of substance abuse awareness and violence prevention workshops at all youth centers. The year also saw the successful implementation of the Intergenerational Program in two neighborhoods. In addition to the educational component, the Youth Program network provided recreational leagues in such areas as flag football, basketball and floor hockey, along with the successful 5th Annual Youth Games event serving over 600 Youth.

Child Care

The Department of Human Services Childcare Division, the largest provider of childcare in the City, operates eight School-Age Programs and four Pre-School Programs throughout the City. Pre-School Programs are located at the Fitzgerald, Haggerty, King and Longfellow Schools. School-Age Childcare programs include the Fitzgerald, Fletcher, Graham and Parks (2 classrooms), King (2 classrooms), Maynard, Harrington and Morse Schools.

The Pre-School programs have successfully fulfilled all the requirements of the Office for Children for relicensing, a process that occurs every two years. Collaboration with other City agencies and local colleges was fruitful with the placement of several trainees from the Enlace Program sponsored by Concilio Hispanio and Wheelock College interns at the Longfellow and the King Pre-Schools. Also, a Lesley College student was available to assist in the development of curriculum materials for the School-Age Programs. The School-Age Programs collaborated with the Community and Youth Division to participate in a Community Arts Grant to provide performances during the summer and the fall for children enrolled in both divisions' programs. The School-Age Program also displayed their own talent with the production of a City-

wide talent show performed during the April school vacation week.

The Childcare Division has revised the monthly tuition billing system to make it easier for parents and more administratively efficient. Additionally, the program wait lists are now maintained on a computer for easy reference and access. Along with these accomplishments was the successful completion of negotiations with the Union representing the Childcare workers. A three year contract was signed with extended hours and benefits for the head teachers, teachers and assistant teachers.

The childcare programs offered by the City are supported by a variety of sources including municipal revenues. This past year the City continued its commitment to families needing scholarships with a total of 58 families receiving some assistance. The Department of Social Services supported slots currently remain at 23 for School-Age Programs and 13 for Pre-School with 29 individual voucher participants for a total of 175 individuals who are receiving some form of childcare subsidy.

In the coming months the Childcare Division plans to expand services to include a new school age childcare site at the Fletcher School in September 1990. This new program will provide services to an additional 24 children in grades K-4, bringing the capacity to 216 children enrolled in the School Age programs and approximately 112 in Pre-School programs throughout the City. In addition, the Division is participating in plans to open a space for children and parents to wait during City Council meetings. This space will provide children with a comfortable play area (toys provided) and a television monitor for parents to view the Council meetings at close range.

Planning and Development

The Planning and Development Division continued to work with the Commission for Human Service Programs, the Mayor and City Councillors and a number of community groups to identify human service needs among Cambridge residents, and to help mobilize resources to meet those needs. Under the leadership of the Mayor, the development of a comprehensive Policy for Children and Youth continued. The Substance Abuse Committee, a component of the youth policy efforts, released a report and findings in September, 1989. Building upon the report, a new City-wide Substance Abuse Task Force grew out of the City Councils' concern in this critically important area. The subcommittee structure for the Task Force includes Planning, Enforcement, Prevention, Intervention and Treatment/Aftercare.

Also released in November 1989, was the Division's *Report on the Impact of State Human Service, Health and Education Budget Cuts on the Cambridge Community*. A companion piece was a news release describing personal impacts on families and individuals affected by the service cuts in several community agencies. A major study effort involving many components of the service system for homeless individuals and

families was mounted as a lead-in to planning for future directions of the MultiService center. In addition to individual and group interviews with service providers, an analysis of operations was conducted at the Center. In the spring, a working committee with representatives from the Center and provider agencies was formed to focus on more in-depth recommendations. A central theme in the process was the need for more inclusive planning of homeless services and resources, in connection with the City's service partners. Also important in the study was the need to develop appropriate supportive and transitional housing options for some target groups among the homeless. Staff were active in working for a residential hospice for terminally diagnosed individuals who have no homes, or who are unable to remain in their own residences for the last few weeks of life.

The MultiService Center continued to offer emergency case-work, elder housing assistance, the Housing Search Program for families, and transitional housing program for men at the YMCA. In addition to these City services, Shelter, Inc., the Department of Mental Health, St. Paul's AME Church, The Furniture Bank and the Teens in Transition Resource Center/Cambridge Family and Children's Service also offered assistance at the MultiService Center. A critically important resource for the work of the MultiService Center was the Cambridge Fund for Housing the Homeless, which consists of private donations. The Fund received \$100,000 from a James Taylor benefit concert at Harvard Stadium, sponsored by Harvard University, St. Paul's AME Church and the City, and was made possible by the efforts of many contributors, volunteers and staff.

Adolescent and Family Services staff worked with other partner agencies in the Family Youth Assistance Program to organize a highly successful conference emphasizing collaborative relationships among providers serving families with children at risk of out-of-home placement, or returning from placement. While information and referral services for young people and their families continued, the primary direction of this unit was toward working with coalitions and service networks, including the Cambridge/Somerville Adolescent Task Force, the Truancy Review Panel, Joint Review at Cambridge and Somerville Mental Health, and School Department programs such as the Human Services Collaborative and the Dropout Prevention Program. The Cambridge/Somerville Teen Pregnancy Prevention Coalition was successful in competing for a staffing grant from the Executive Office of Human Services.

During FY90, the Division's Planning and Grants Management staff administered \$293,949 in Community Development Block Grant funds to 15 community agencies for a wide range of human service programs. Staff were also responsible for administration of \$73,000 in McKinney Emergency Shelter Grant funds, which were divided among seven local programs. The Division managed the \$31,376 Summer Nutrition Program for children at 18 sites in Cambridge as well.

Community Learning Center

The Community Learning Center (CLC) provides adult education in four major program areas: English as a Second Language (ESL), Adult Basic Education, GED Preparation, and the Adult Diploma Program. All classes are free, and personal, academic and vocational counseling is available for students. In FY90, 1,200 students were served at the main location in Central Square and at satellite locations in the community schools, public housing developments, the Central Square library and two family shelters. In addition to municipal revenues, the Learning Center received grants from several sources including the State Department of Education, the Department of Public Welfare ET Choices Program, and the Cambridge Housing Authority.

In the past year with a grant from the Massachusetts Board of Library commissioners, CLC staff developed a Literacy Kit for adult beginning readers consisting of a much-needed basal reader and accompanying teacher's manual and has given workshops across the State to train other teachers to use it. Civics classes were offered in conjunction with ESL to help qualify immigrants for permanent residency under the Immigration Reform and Control Act. These students visited local historical sites and were presented with their certificates on the deck of the Mayflower replica in Plymouth. Two hundred twelve volunteer tutors were trained to assist teachers in the classroom and to give students individualized supplementary instruction. A new project was initiated in March to provide tutoring for women in the YWCA and Hildebrande family shelters.

Student input into the organization of programs became more formalized through formation of a Student Advisory Committee consisting of one representative from each class. They met to discuss recommendations for changes in the programs and conducted a program evaluation with their classmates. A beautiful mural now on display at the Center was



Students learning English as a second language at the Community Learning Center.

produced by students and staff with a grant from the Arts Council. The year ended with two very special events: Student Appreciation Night, an evening to honor all Learning Center students; and the graduation ceremony for the 65 students who had obtained a high school credential.

Council on Aging

The Council on Aging serves over 7,000 elders a year in program locations throughout the City. The North Cambridge Senior Center at 2050 Mass. Ave. served over 630 people this year. The Center hosted Harvard University's Memory Testing Study in which 90 Center clients participated. The Center expanded into some new program areas offering classes in Meditation, Weight Management, and Spanish and has served an increasing number of nursing home residents. Health screenings were very popular this past year for hearing, vision, cholesterol, podiatry, blood pressure and skin cancer. The Center also hosted special talks by experts on legal, tax, Medicare, health and long-term care issues.

The Council on Aging increased access to services this year to one of the City's largest minority populations, the Haitian community, by initiating a new program for elders, Grandet En Aksyon. The program is offered weekly at the Willis Moore Youth Center and offers health services, speakers, socialization, lunch, and transportation to 35 Haitian elders per week and childcare for 15-25 grandchildren of participants weekly. The Council also worked closely with City Council this year in conducting a feasibility study on the need for a new citywide senior citizen's center. Initial planning has begun on conducting a citywide phone survey to assess the needs of elder residents as part of the preliminary planning for a new senior center.

Advocacy has been a major priority this year as budget cuts at the state level have reduced services for the elderly. The COA participated in a rally for Older Americans Month (300 participants), an educational program on senior centers (250 participants), a Legislative forum on the needs of frail elders (150 participants), Advocacy Training for Cambridge elders (15), lobbying the State House during "House Halloween on the Hill" (40 participants), and lobbying on Medex cuts and cuts to Geriatric Mental Health Services. The COA has developed a telephone tree for advocacy issues at the local, state, and national level in order to involve elders themselves in advocating on their own behalf about issues that concern them.

As the number of elders who have multiple problems increases, the Council on Aging has responded by increasing direct client services. The COA became a joint sponsor with the Somerville Council on Aging of the Geriatric Substance Abuse Program, originally sponsored by CASPAR. This program will provide short-term intervention, home visits, referrals, and consultation on elders with substance abuse problems. The direct social service team continues to provide service to elders with a variety of complex problems including mental health, substance abuse, legal issues, protective services, family issues, nursing home placement, homelessness, and elders at risk of abuse/neglect. Over the past year the

Council has provided individualized help to over 600 elders with complex problems. Staff spoke to over 400 elders at group community education programs on topics such as heat stress, long-term care options, resources for caregivers, Alzheimer's disease, health care, benefits and other topics. Over 2,334 information calls were received this past year from over 1,000 people, 48% of which were 75 years or older, 20% were minorities and 49% were homebound/disabled.

Special programs are developed each year to enrich the lives of Cambridge residents age 50 and older by providing socialization, recreation, fitness and volunteer opportunities. Some programs provide exercise such as the Walking Club, Line Dancing, Limber Longer, Bowling, Square Dancing, Aquaerobics, and Swimming. The low cost cultural programs and Theatre Club allow seniors to attend the Science and Art museums, the Opera, Wheelock Family Theatre, Regal Theatre and the Huntington Theatre. Cambridge elders volunteer many hours to the nursing home project, "Connection" which links neighborhood elders with nursing home residents during weekly summer trips and twice monthly recreational programs at Gately Shelter.

The Council's Friendly Visitor program served over 50 elders this year who were isolated, alone and in need of the warmth of human contact. Youville Hospital hosted the annual volunteer recognition tea in which more than 90 volunteers were honored for service to elders in the past year. The COA also collaborated on some new programs this year. The Council co-sponsored a Stay Well series of Health programs/screenings at five locations throughout the City. Topics included Eye Health, Foot Health, Nutrition/Cholesterol, Diabetes and Osteoporosis. And the Council on Aging and the Commission for Persons with Disabilities joined forces this year to work with the Department of Public Works to create the Snow Exemption Program to help low income elders with snow removal.

Newslines, the newsletter of the Council on Aging, is distributed to 4,000 seniors per month at over 70 locations throughout the City. It carries up-to-date schedules of special events for seniors, articles concerning health care, advocacy, benefits, recipes, profiles, book reviews, poems and calendars of events. Finally, in the past year the senior discount card, *Buylines*, was expanded to include handicapped/disabled individuals. A total of 350 *Buylines* Cards and 926 Taxi Discount Coupon booklets were distributed this year.

Cambridge Commission for Persons with Disabilities

The Cambridge Commission for Persons with Disabilities experienced a significant increase in requests for assistance in FY90 as a result of the impact of the State's fiscal crisis. At the same time, the Commission continued to provide information and referral to hundreds of persons with questions about disability-related issues such as benefits, housing, access, transportation, home care, adaptive devices and employment. This past year a \$50.00 parking fine was instituted for violations of handicap parking regulations and for vehicles blocking curb

ramps. The Buy-Lines Discount parking program was extended to include people with disabilities. In addition, several unenforceable "courtesy" signs were converted to tow zone signs for residents who qualify for the tow zone program. The Commission continued to participate on a joint sub-committee on handicapped issues with representatives of the handicapped community meeting monthly with School Department administrators. The Commission also worked closely with the State Office of Handicapped Affairs and with local Handicap Commissions in other municipalities.

Civic Unity Committee

The Civic Unity Committee continued its proactive approach to cross-cultural, interdenominational interaction through workshops, seminars and other organized activities. The Committee co-sponsored five workshops that explored cultural diversity. The Committee also worked as an advocate in an effort to promote minority participation on all levels of local government and community affairs.

Cambridge/Somerville Fuel Assistance Program

The City of Cambridge is the only municipality currently operating this program in the Commonwealth. With an annual budget of approximately \$1.8 million, the program is funded by both Federal and State dollars. In FY90, 1,600 Cambridge residents were provided fuel benefits, as well as advocacy and information and referral services. The program operates during the months of October through April.

Veterans' Services and Benefits

Veterans' Benefits had its beginning during the Civil War when Federal Pensions were granted to Disabled Veterans and Widows of Veterans killed in action. The amounts were small and had to be supplemented by the State and administered by the City government. The first Veterans Agent was appointed in 1887. At the outbreak of World War I a separate Department of Soldiers Aid was established to be consolidated in 1944 with the creation of the first Veterans' Services office where Veterans of World War II could obtain all the services necessary upon transfer from Military to Civilian life.

Today, the Department operates under Massachusetts General Laws, Chapter 115 which mandated each City or Town to establish and fund a Department of Veterans' Services and to appoint a Veterans Agent and a Director of Services. The City of Cambridge, as in most other cities, has now consolidated both positions.

The Veterans Agent disburses City funds to provide food, shelter and medical care to needy and eligible Veterans and their dependents. Claimants must reside within the City before

they may apply for these benefits. Funds so expended by the City are reimbursable by the State at the rate of seventy-five percent.

The Director of Veterans Services is an advocate for Veterans and their dependents in their dealings with Federal Agencies such as the Department of Veterans Affairs and the Social Security Administration. He assists them in filing claims for pensions, compensation and other benefits. Cambridge Veterans and their dependents received benefits in excess of \$8 million during FY90.

The Department of Veterans Services in coordination with the Cambridge Veterans Organization manages the Patriots Day, Memorial Day and Veterans Day Observances.

Other activities include the decoration of Streets, Squares and Parks named in honor of deceased Veterans as well as placing a flag on the grave of all Veterans buried within the City.

Commission on the Status of Women

The Cambridge Commission on the Status of Women was chartered by the Cambridge City Council in October, 1977 to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues . . . (and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission has three areas of responsibility: to advise and support the work of city officials, agencies and departments on policy and programs affecting women; to provide a link between city hall and community based women's and neighborhood groups; to present educational programming in the community and work on legislative issues at the state level which affect women in Cambridge. The Commission is in its thirteenth year as a city department and remains one of the oldest city women's commissions in the country and the senior women's commission in Massachusetts.

Women's Safety and Health

Working with the City's Police Department, The Cambridge Hospital, the Rape Crisis Center and Attorney General's Victim/Witness Program, the Commission coordinates the Cambridge Area Rape Alliance (CARA). On a regular basis, representatives review sexual assault statistics to plan response and intervention. This unique cooperation among public and private agencies ensures that sexual assault survivors and their families will receive the most appropriate services while prevention education is done in neighborhoods and workplaces.

Working with the Cambridge School Department, the Commission has drafted guidelines for teachers, administrators and students to deal with sexual assaults. These guidelines were incorporated into school staff orientation in Fall, 1989.

During the Spring and Summer of 1990, the Commission is coordinating meetings with Harvard University to enhance cooperation and communication in dealing with sexual assault.

The Women's Health Task Force of The Cambridge Hospital Health Policy Board remains a priority. The Task Force supports new projects of the hospital in areas of women's health, such as the Midwifery Program of the Ob/Gyn Department, and examines possible new or increased areas of service for women, particularly women of the diverse racial, ethnic and language communities of Cambridge.

The Commission continues its active support of the Teen Health Center at Cambridge Rindge and Latin School. The Executive Director also chairs the Public Policy Committee of the Citywide AIDS Task Force.

Economic Justice

The Commission has initiated a series of potluck dinners with women in public housing to share problems of mutual concern and develop programs which might serve their needs as mothers, low-income heads of household and as women in general. A series of meetings with service providers for women in public housing and the University of Massachusetts Extension Service may produce new programs.

The Commission has worked closely with Women for Economic Justice, the Tax Equity Alliance for Massachusetts, the Coalition for Basic Human Needs and Massachusetts Law Reform to support legislation guaranteeing adequate local aid and human services for women and their families.

by the City Council in 1984 to ensure that all persons can live, work, study in and enjoy the City without fear of bigotry or bias, and to provide remedies for persons who are the targets of prejudice and discrimination.

Functions of the Commission

The primary function of the Human Rights Commission is to implement the policy of the Cambridge human Rights Ordinance, which prohibits discrimination in housing, employment, public accommodations, credit and education on the basis of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, marital status, family status, military status or source of income.

The Commission is specifically authorized to receive and investigate complaints of discrimination, initiate its own investigations of discrimination, mediate complaints, hold public hearings, impose fines and seek other remedies, including damages and injunctive relief, and present findings to the City Manager and to other government agencies.

The Commission is mandated to work with the City Manager and his assistants on all matters pertaining to the human rights of citizens in Cambridge. The Commission is empowered to further the policy of the City to encourage harmony and mutual respect among its inhabitants and visitors and to reduce tensions and strife caused by discrimination. Further, it is the duty of the Commission to ensure that all city departments, agencies, employees and contractors conduct city business and deliver city services to all persons in a non-discriminatory manner.

Accomplishment and Achievements

A. Enforcement

During FY90, the Commission received more complaints than the total number filed for the four previous years combined. Of the sixty-seven (67) cases opened by the Commission during the past year, forty (40) have been resolved. In addition, the Commission closed eighteen (18) cases that had

Human Rights Commission

The greatest resource of the City of Cambridge is the diversity of its people. Residents, workers, students and visitors to the City represent the broadest array of cultures and lifestyles. The Cambridge Human Rights Commission was created

	Employment	Housing/Real Estate	Public Accommodation	Education	Total
Race/Color	11	16	2	0	29
Sex	3	8	2	2	15
Age	1	2	0	0	3
Religion	0	0	0	0	0
National Origin/Ancestry	0	8	0	0	8
Sexual Orientation	5	0	3	0	8
Marital Status	0	1	3	0	4
Family Status	0	12	1	0	13
Military Status	0	0	0	0	0
Source of Income	0	8	0	0	8
Disability	7	6	6	1	20

been filed prior to FY90. This is a remarkably high rate of resolution given the size of the Commission staff.

The Table shown on page 54 is a breakdown of complaints filed. (Note that often complaints are filed on more than one basis, such as sex and disability, so the total number of complaints in the table exceeds the total number of cases filed).

The Commission has worked with HUD, the Massachusetts Commission Against Discrimination, the Attorney General's Office, the Boston Human Rights Commission and the Boston Fair Housing Commission in investigating and resolving cases. We have streamlined our case processing, revised our Rules of Procedure and refined our mediation process, enabling us to handle more cases than ever before in a fair and timely fashion.

The Commission has continued to develop its relationship with HUD, and has expanded its fair housing enforcement program. We have also instituted the use of law student interns as investigators in fair housing, employment and public accommodations cases.

The Executive Director was appointed by the Mayor to the Commonwealth Day School, Independent Blue Ribbon Committee, and authored the Committee's official report.

B. Public Education

Commissioners and staff have made a number of public appearances, including on local and cable television programs, to discuss various aspects of the Commission's work. The staff has conducted a half dozen trainings on fair housing law for homeless families and housing advocates, as well as for city agencies. The Commission worked with the Mayor's Office to promote Fair Housing Month, the Sister City Telethon, and the Days of Remembrance Memorial.

The Commission has taken on active role in the review and reporting of hate crimes in the City, and reports bias-related incidents to the Criminal History Systems Board.

C. Community Network

The Commission is an active member of the Greater Boston Civil Rights Coalition, and is particularly involved in the Administration of Justice Committee. The Commission participated in an *amicus* brief filed by twenty (20) coalition members supporting the court's equitable enforcement of the Massachusetts Civil Rights Act in a case of racial and anti-semitic vandalism. The Commission also submitted testimony to a state senate committee in opposition to a proposed death penalty bill.

As a founding member of the Aids and Discrimination Working Group, the Commission works with other local, State and Federal agencies to provide resources and remedies to persons who have experienced or fear HIV-related discrimination.

As a member of the International Association of Official Human Rights Agencies, the Commission has participated in several national conferences which have addressed issues of fair housing, equal employment opportunity and civil rights enforcement.

D. City Resource

The Commission is particularly proud of its role as a resource for other city agencies. The staff has implemented in-service civil rights training for the Cambridge Police Department. Both Commissioners and staff are actively involved in the City Council Civil and Human Rights Committee's efforts to review, revise and implement the City's Affirmative Action Plan. As an active member of the Cambridge Community Housing Resource Board and Fair Housing Committee, the Commission has worked on a variety of fair housing issues, particularly the problem of discrimination against families with small children due to the high incidence of lead paint in the City's housing stock.

Conclusion

During the past fiscal year, the Commission has hired three (3) new staff persons and consultants, and four (4) new Commissioners have been appointed. The broad range of experience and expertise, and the dedication and commitment of the Commissioners has enabled the Commission to truly come into its own as an effective civil rights enforcement agency and a true community resource.

The Schools

A strategic plan for the Cambridge Public Schools was implemented by Superintendent Mary Lou McGrath and the Cambridge School Committee during fiscal year 1990, placing our schools among the few that document objectives and provide a policy for evaluation and accountability.

Titled "Key Results," the plan focuses on four specific areas: 1) Student Progress and Achievement, 2) Student and Family Support Services, 3) Curriculum and Staff Support, and 4) Organizational Development and Support.

The Key Results plan received approval from the Cambridge Partnership for Public Education, leading that group to join with the schools in the development of a "Shared Vision" concept; a concept designed to bring the full support and resources of local corporations, businesses, and universities to the schools.

Central among the Key Results is a strategy to educate all students for a full 12 years. Cambridge realizes a 5.4% annual drop-out rate (compared to an average 12.5% rate nationally). Despite our success in keeping students in class, plans are underway to increase student involvement by offering them extended options to meet their academic and economic needs, to expand programs that will increase parental support, to introduce homework support resources, and to bring into play the diverse community resources available through our citizenry.

In keeping with these concepts, parents and faculty at Cambridge Rindge and Latin School are in the process of revising



Longfellow School music students celebrate Commencement Day during ceremonies held at the Henry Wadsworth Longfellow House on Brattle Street.

the present "house" system to offer secondary students "choices," until now, offered only at the elementary levels. House D, the first to take the initiative, changed its name to "The Academy" and its teaching philosophy to an integrated curriculum through the team approach to learning. Similarly, the House C community is in the process of developing "The Leadership Program," and House A has offered a new characterization that focuses on students' specific needs in an effort to maximize potential. These innovative programs will join the Pilot School, Fundamental School, Rindge Technical Vocational Program, and Enterprise Co-op, popular existing high school alternatives.

While secondary school changes are being celebrated locally, elementary school programs continue to receive national attention. During FY90, the Cambridge Controlled Choice School Desegregation Program, one of the oldest "parental choice" policies in the nation, drew accolades from *Fortune Magazine*, *The New York Times*, *The St. Petersburg Florida Times*, *The Honolulu Advertiser*, and *The Providence (R.I.) Journal*. The Cambridge Controlled Choice policy was a model for Seattle, Fall River, Lowell, Boston and Milwaukee school desegregation plans.

Cambridge Schools continued to excel in FY90. Our schools became the first public school system in the Commonwealth to offer credited instruction in Braille. The CRLS Adolescent Parenting Program, was featured in a special edition of *Newsweek Magazine* and was designated an "Exemplary" program by the Mass. Dept. of Occupational Education. Among faculty members honored were Dr. Angela Johnson named "Outstanding Woman Of The Year" by the Zeta Phi Beta Sorority, Dr. Judith Devine who was presented the "Outstanding Educator Award" by Delta Kappa Gamma Society, Dr. William McLaurin cited for honors by WCVB-TV, and Harrington Principal Dr. Jose Figueredo honored as an "Outstanding Administrator" by the Mass. Association of Bilingual Education.

CRLS student Jessica Shattuck '90, was awarded the National Association of Teachers of English Award for Writing; Esmeralda Cabral '90, was presented the coveted Christine Herter Memorial Scholarship; Longfellow School student Shana Kuhn-Siegel was selected to attend the Alcoa/USA Today Student Science Achievement Conference in California and also received honors from NASA; and CRLS students Feodor Krzkhin, Rachel Pries, and Ljubomir Ilic received awards for top performance in the Math Olympiad.

The CRLS Drama Dept. won the State Drama festival for the fourth consecutive year and was selected as top in its class in the New England Drama Festival held in Cranston, R.I. The CRLS Basketball Team again captured the State Basketball Championship. The Agassiz School chess team, defending State elementary champions, took the Northeast District Championship, and, for the fourth consecutive year Morse School kindergarten teacher Carolyn Sneider's class won an ecology award from the U.S. Environmental Protection Agency. CRLS also gained first place for Academic Achievement in Engineering Technology, and Math and Science competitions held by the Junior Engineering Tech Society.

The Agassiz School, in an effort supported by parents and teachers, rededicated its auditorium to the City's first black principal Maria Baldwin, a teacher and administrator at Agassiz from 1882 to 1922. The Chapter I (Title I) Program celebrated its 25th anniversary in Cambridge by conducting an academic fair.

Massachusetts Basic Skills Test scores continued to rise here. In the state-wide tests administered last fall, 84% of



Cambridge School students excell both in class and in the community. Above, a Fitzgerald School student visits with a resident of a neighboring nursing home.

Cambridge students passed the math test, 90% passed writing and 80% passed the writing examinations.

Over 58% of CRLS students took the Scholastic Aptitude Tests. Cambridge SAT scores increased by 89.5 points in the 8 year period between 1981 and 1989, while nationally the increase was 14 points during the same period.

The increase in academic performance and the winning of athletic and intellectual extra curricula championships and awards have proved worthy of the strong community support for public education in our City.

Such city-wide support was reflected in the City Council's and City Manager's fiscal accord with the School Committee to grant a budget of \$64.9 million for the operation of the educational program. This sum provided programs for 7,635 students in FY90, a diverse population of children representing 64 nations and 46 languages. Of this number, 50.1% are minority. Serving these students are 727 teachers, 84 administrators and 194 teacher aides.

The effort of the School Committee to reach its goal of 25% minority faculty was not achieved this year. However, a continued major endeavor toward affirmative action recruitment is underway, and despite the resignation of 3 minority administrators in FY89, 25% of school leaders are minority. Minority representation among teachers is 11%.

Success has been realized in increasing the number of graduates who continue their education. Over 43% of the class of 1990 plan to attend a four year college, and 19% will enroll in a two year school. Of these figures, close to 60% of the students who plan to continue their schooling are minority.

Our educational goals include social as well as intellectual responsibilities related to a greater understanding of AIDS/HIV prevention, deterance of violence and racial discrimination, and ecological improvement.

Nationally, the Cambridge Schools are deemed on the cutting edge of public education and our students enjoy a nationwide reputation as teen leaders.

FISCAL YEAR 1990 – CAMBRIDGE FACTS ON FILE

GENERAL

Population: (estimated by Bureau of Census)	90,290
Area (square miles):	6.26

POPULATION CHARACTERISTIC (based on 1980 Survey)

White	82%
Black	11%
Hispanic	5%
Asian	4%
Other	3%
Median Age (based on 1980 Census)	28.6
Four or more years of College Education (based on 1980 Census)	
25 years old and over (based on 1980 Census)	43.1%
High School Graduates	
25 years old and over (based on 1980 Census)	76.2%

GOVERNMENT

Founded:	1630
Date of Incorporation as a City:	1846
Form of Government:	Council/Manager
Mayor:	Elected by the Council
No. of Councillors:	Nine

FINANCE

City Budget:	\$234,126,670
School Budget:	\$64.9
Number of Full-time City Employees:	2,224
Number of School Full-time Employees:	1,134
Total Assessment:	\$8.5 Billion
Bonded Indebtedness:	\$67.7 Million
Tax Rate – Residential:	9.51
Commercial:	18.16
Excise Rate:	\$25 per thousand

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
Block 1	0-40	.80	1.34
Block 2	41-400	.85	1.43
Block 3	401-2,000	.91	1.53
Block 4	2001-10,000	.97	1.65
Block 5	over 100,000	1.04	1.75

All general consumption and rates are measured in hundreds of cubic feet.

PUBLIC SCHOOL SYSTEM

Elementary Schools:	13
High Schools:	1
Number of Students:	7,635
Number of Teachers:	727
Cost per Pupil:	\$8,505

Elementary:	4,796
Secondary:	2,136
Upgraded:	703

Composition of Students

Non-Minority:	49.9%
Minority:	50.1%

ECONOMIC

Per Capita Income (based on 1987 U.S. Bureau of Census)	\$15,613
Median Family Income (based on 1979 Census)	\$17,845
Unemployment Rate (January 1990)	3.0%

HOUSING

Listed as controlled units	16,348
Median Rent (as of May 1990)	\$382

Type of House	Average Value	# of Parcels
(one family)	\$360,000	3,569
(two family)	\$305,000	3,353
(three family)	\$314,000	3,353
Condo	\$175,000	5,636

GENERAL INFORMATION

Number of registered voters in Cambridge (based on 1990 City Records)	42,000
Number of Parks/Open Space:	70
Number of Recreation Teen Centers:	6
Number of Community Schools:	13
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

Massachusetts Avenue:	4 miles
Cambridge Street:	2 miles
Concord Avenue:	2 miles
Broadway:	1 mile
Miles of City Streets:	125 miles

INSTITUTIONS OF HIGH LEARNING

Harvard/Radcliffe
Massachusetts Institute of Technology
Lesley College
Cambridge College

TEN OF THE LARGEST EMPLOYERS IN THE CITY:

Name of Employer	Nature of Business	1990 Employees
Harvard University	Education	9,856
Massachusetts Institute of Technology	Education	8,159
City of Cambridge	Government	3,624
Polaroid	Photo & Optic Equipment	2,171
Draper Labs	Research & Development	1,900
Arthur D. Little	Research & Development	1,889
Mt. Auburn Hospital	Medical	1,870
Lotus Development Corporation	Research & Development	1,785
Bolt, Beranek & Newman	Research & Development	1,668
Department of Transportation	Government	1,112

Department Heads

Affirmative Action:
William A. Gomes

Animal Commission:
Mark W. McCabe

Arts Council:
Annabelle Hebert

Assessing:
Sally Powers

Auditing:
Arthur F. Libitz

Budget:
Louis DePasquale

Cable T.V.:
Edward C. Casey

City Clerk:
Joseph E. Connarton
John Flynn

Community Development:
Michael H. Rosenberg

Data Processing:
Valerie A. Roman

Election Commission:
Edward Samp
Sondra Scheir
Artis B. Spears
Darlene Bonislawski

Electrical:
George Fernandes

Emergency Management:
David B. O'Connor

Executive:
Robert W. Healy
Richard C. Rossi

Fire:
Thomas V. Scott

Fiscal Affairs:
James P. Maloney, Jr.

Health and Hospitals:
Melvin H. Chalfen, M.D.
John G. O'Brien

Historical Commission:
Charles Sullivan

Human Rights Commission:
Janice Platner

Human Services:
Jill Herold

Inspectional Services:
Joseph J. Cellucci

Law:
Russell B. Higley

Library:
Joseph G. Sakey

License:
James Thaddeus McDavitt

Neville Manor:
Gerald L. MacDonald

**Nuclear Disarmament &
Peace Education Commission:**
Cathy Hoffman

Personnel:
Michael P. Gardner

Police:
Anthony G. Paolillo

Police Review & Advisory Board:
Malvina Montiero

Public Works:
William Sommers

Purchasing:
Barbara L. Duffy

Rent Control:
Terrence Morris

School:
Mary Lou McGrath

Sealer-Weights & Measures:
Robert K. Laffin

Traffic and Parking:
George Teso

Veterans' Benefits/Services:
William J. Cabral

Water:
John J. Cusack, Jr.

Women's Commission:
Nancy M. Ryan

Department Telephone Numbers

Department	Tel. No.	Department	Tel. No.
Affirmative Action	349-4332	Inspectional Services	349-6100
Animal Commission	349-4376	Law	349-4121
Arts Council	349-4380	Library	349-4040
Assessors	349-4343	License Commission	349-6140
Auditing	349-4240	Mayor	349-4321
Budget	349-4270	Neville Manor	349-4050
Cable T.V.	349-4296	Parking Violations	349-4705
Cemetery	349-4889	Peace Commission	349-4694
City Clerk	349-4260	Personnel	349-4332
City Council	349-4280	Police	349-3300
Community Development	349-4600	Police Review & Advisory Brd.	349-6155
Conservation Commission	349-4680	Printing	349-4206
Consumer Commission	349-6150	Public Works	349-4800
Council on Aging	349-6220	Purchasing	349-4310
Data Processing	349-4140	Recreational	348-6230
Elections	349-4361	Rent Control	349-6161
Electrical	349-4925	Revenue	349-4220
Emergency Management	498-1590	Schools	349-6400
Executive	349-4300	Traffice & Parking	349-4700
Fire	349-4900	Treasury	349-4212
Handicapped Commission	349-4692	Veterans Services	349-4760
Health & Hospital	498-1000	Water Department	349-4770
Historical Commission	349-4683	Weights & Measures	349-6133
Human Rights Commission	349-4396	Women's Commission	349-4697
Human Services	349-6200		

ANNUAL REPORT CREDITS

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Nancy D'Antonio
Alice Donaldson
Modern Continental Construction Inc.
Lisa Peterson
